A Conference Summary

of

'Making It Work'

A Conference on
Community Economic Development

October 21 - 22, 1988

prepared by

The Department of Industry
and
The Community Advisory Boards

November 30, 1988

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This summary has been put together to serve both as an account of the conference, MAKING IT WORK and as a source of information to those of you involved in groups and organization that might be contemplating hosting your own conference. It is intended that this summary fulfills one or both of these objectives. The Department of Industry and the Community Advisory Boards sincerely hope that all of you found the conference to be informative and interesting. If you would like to obtain additional information on the topics that were discussed or would like to offer further suggestions that would work to enhance developmental efforts in this province, you are encouraged to contact the Advisory Board in your region or the Division of Community Economic Development in the Department of Industry.

Chers délégués,

Je suis très heureux qu'on a pris l'initiative de préparer un résumé comme suivi de la Conférence de développement communautaire "Travaillons ensemble" à Mill River. Les réactions positives que nous avons reçues indiquent clairement que la conférence a connu un grand succès. Les conseils consultatifs communautaires et le ministère de l'Industrie étaient très encouragés par le niveau d'intérêt que les délégués ont démontré pendant la conférence. Les commentaires qui ont été soulevés au cours des séminaires et des disucssions nous aideront dans nos efforts d'amélioration de nos communautés dans lesquelles nous travaillons et nous vivons.

Le résumé inclut les faits saillants de la conférence, des renseignements sur les sujets qui ont été abordés ainsi qu'une liste des participants. J'espère qu'il servira de guide pour les conférences à venir et de compte rendu de la session "Travaillons ensemble". Ce document comprend aussi une liste de personnes ressources qui sont actives dans le développement communautaire à l'Île-du-Prince-Édouard. Nous pouvons tous profiter de l'expérience des autres et comme nous l'a démontré la Conférence, il y a eu beaucoup de grands succès qui se sont réalisés à l'Î.-P.-É. et qui offrent des possibilités pour les autres communautés.

Au nom des résidents de l'Île, je voudrais vous remercier de votre intérêt et de votre engagement continu dans le développement économique communautaire.

Veuillez agréer, Chers délégués, l'expression de mes sentiments les meilleurs.

Le ministre,

Léonce Bernard

Back left - Peter Doucette, Simon Hashie

Front left - Ellis Ash, Hon. Leonce Bernard, Audrey Callaghan

..... A note from the chairpersons of the Community Advisory Boards

We are very pleased to put together for you a summary of our Provincial conference on Community Development that took place in Mill River. As one of the joint sponsors of the event we were extremely pleased with the way in which all delegates participated with such interest and enthusiasm. In all, some 130 people took part in discussions and seminars on a wide range of topics. As representatives of volunteer boards that are active in community economic development, we were encouraged to see the extent of interest that Islanders show for something they consider important. It is hoped that events such as MAKING IT WORK serve to enhance our awareness and understanding of the common challenges and opportunities that exist throughout our Island communities, and best respond in a manner that continues to make Prince Edward Island such a special place to live.

"MAKING IT WORK"

A Conference on
Community Economic Development

Rodd's Mill River Resort — October 21-22, 1988

FRIDAY, OCTOBER 21

12:00 noon	check in any time after 12:00 noon
5:00 - 6:00 p.m.	Conference Registration - Lobby Lounge Delegates receive information package, name tags, etc.
6:00 - 7:00 p.m.	Conference Opening and Dinner - Banquet Room
	Grace - Lorne Driscoll Dinner Served
	Opening Remarks - Bill Buell, Conference Chairman Hon. Robert Morrissey, Representing Government of P. E. I. (introduced by Audrey Callaghan)
7:00 - 8:00 p.m.	Presentation from each Advisory Board Region Theme: "Development at Work"
	Ellis Ash, Chairman Eastern Kings Community Advisory Board
	Kevin Gotell, Director Southern Kings & Queens Community Advisory Board
	Jo-Anne Schurman, representing East Prince region
	Alcide Bernard, representing Evangeline region
	Audrey Callaghan, Chairperson, West Prince Community Advisory Board
8:00 p.m.	Local Entertainment with Urban Carmichael and others

SATURDAY, OCTOBER 22

8:00 - 9:00 a.m.	Breakfast
9:15 - 10:15 a.m.	FIRST SEMINAR SESSION
	TOPIC 1: "The Co-operative Way and Economic Development Opportunities"
	Presenter: Amand Arsenault, Chairman, Co-operative Council
	Seminar Leader: Simon Hashie, Chairman Evangeline Community Advisory Board
	OR
	TOPIC 11: "Tourism and Community Economic Development"
	Presenter: Carol Livingston, West Point Development Corporation
	Seminar Leader: Alvin Yeo, Director West Prince Community Advisory Board

SATURDAY, OCTOBER 22 (continued)

10:15 - 10:45 a.m. Coffee

10:45 - 11:45 a.m. SECOND SEMINAR SESSION Topic 1 or Topic 11

Topic 1: "Creating Community Awareness"

Presenter: Valerie Payn, General Manager
Summerside Chamber of Commerce

Seminar Leader: Birt MacKinnon,
Greater Summerside Chamber of Commerce

OR

Topic 11: "Community Profiles: An Essential Starting Point"

Presenter: Wilfred Arsenault,
Economic Development Officer
St. Thomas Aquinas Society

12:00 - 1:00 p.m. Luncheon

1:00 - 1:45 p.m. Keynote Address: "Making It Work"

Martin Lowe, Supervisor, Regional Development
Government of Newfoundland

2:00 - 3:00 p.m. THIRD SEMINAR SESSION Topic 1 or Topic 11

Topic 1: "Structures for Community Economic Development"

Presenter: Floyd Dykeman, Director
Rural and Small Town Research and Studies
Program, Mt. Allison University

Seminar Leader: Peter Doucette, Chairman

Southern Kings and Queens Community
Advisory Board

OR

Topic 11: "The Development of Strategy"

Presenter: Dennis Friesen, Director, Community Planning,
Department of Community and Cultural Affairs

Seminar Leader: Ellis Ash, Chairman
Eastern Kings Community Advisory Board

3:00 p.m. Conference Summation Panel

4:00 p.m. Closing Banquet

Remarks from the Honourable Joseph Ghiz,
Premier of Prince Edward Island
(introduced by Peter Doucette)

Closing Remarks: Peter Doucette

I N T R O D U C T I O N

Hon. Robert Morrissey
(by Audrey Callaghan)

Before introducing our speaker for the evening, on behalf of the WEST PRINCE ADVISORY BOARD I wish to extend a warm welcome to all Conference delegates. Our Board was pleased to join with other Advisory Boards across the Island to co-host this FIRST Provincial Economic Development Conference and we hope you will enjoy the various sessions and your stay in West Prince.

We have many things to be proud of in West Prince. Number 1, we have the "GREAT WEST WIND"; number 2 we have three Cabinet Ministers representing our area, and now, I have the privilege of introducing as GUEST SPEAKER one of those ministers, who is a personal friend of mine, The Hon. Robert Morrissey, Minister of Transportation and Public Works.

Mr. Morrissey is from Sea Cow Pond and received his early education in that community. He graduated from Tignish Regional High School. Later, he took courses in business and communications at Holland College and the University of Prince Edward Island.

He has been a fisherman since 1973, fishing out of Sea Cow Pond Harbour.

Mr. Morrissey was elected as MLA for First Prince in the 1982 General election. He served on a number of Legislative Committees and has acted as the Liberal Critic for Community and Cultural Affairs, Housing, and as Opposition Spokesman for Transportation and Public Works.

He has been actively involved in a number of community organizations and activities. He is a former trustee of Unit One School Board, Chairman of the West Prince Community Advisory Board and an Organizing Member of the Tignish Irish Moss Festival Committee.

I am now pleased to present THE HON. ROBERT MORRISSEY.....

HONOURABLE ROBERT MORRISSEY

Minister of Transportation and Public Works

Good evening, Mr. Chairman, Honoured Guests, Conference Delegates and Friends.

I want to say how pleased I am to be a part of the opening ceremonies of this Provincial Community Economic Development Conference. The Community Advisory Boards, in cooperation with the Department of Industry, have done an impressive job of putting together a conference agenda that looks both exciting and thought provoking.

I must also commend the organizing committee on their selection of the Mill River Resort as a confe_ence site. It is both an excellent facility and a tremendous benefit to our region. In addition, it is no secret that the Mill River Resort is located in the district of First Prince. It is not often that I have the opportunity to speak at a province-wide conference and still be able to find my way home in time to watch the evening news. Although, I suspect it was the benefits that Mill River Resort has to offer, and not simply my convenience, that led the conference organizers to choose such an appropriate site.

What I would like to talk briefly about this evening is the important role that Community Groups play in the process of Community Economic Development and the usefullness of a conference of this sort. To my way of thinking, community groups like the ones you represent are a part of this process, both by advising government of the appropriateness of its policies directed at serving the community and by actually promoting your own individual initiatives targetted towards community needs.

With regard to the first of these, I have some personal experience in working with Community Groups that play an advisory role to Government. Some time ago, I was a member of the West Prince Community Advisory Board. As part of our board's mandate, we would take account of how well existing government policy was meeting the needs of the residents of West Prince and express our opinions to appropriate Government Departments.

From the vantage point of the Provincial Government, I cannot over emphasize the importance of having first-hand feedback on how well government policies may or may not be addressing the particular needs of Islanders. For those of you who have ever sat in on an Advisory Board meeting in West Prince when a representative from the Provincial Government has been there to discuss some of the Board's concerns, that person gets the message loud and clear. Believe me, the present Chairperson of the West Prince Advisory Board, Audrey Callaghan, is an authority on loud and clear messages. These messages might be about the need for additional office space so that increased community service needs can be more effectively met. Or they might refer to existing Youth Employment Programs and how they are of benefit to the region and how they can be improved. Community groups, as well provide invaluable information about the usefulness of various development projects in their regions and allow Government to make better decisions in providing various forms of assistance.

Community groups, as I mentioned earlier, serve another important function. In addition to servicing as a link between community needs and Government policy, they sponsor community projects and, thus, Development Corporations, Industrial Commissions, Industry Associations, to name only a few, that have established ongoing Community Economic Development initiatives that have substantially improved the communities they serve.

Speaking for the West Prince Region, I can call to mind any one of a number of projects that have been initiated at the community level and have been of significant benefit. The West Point Lighthouse is a prime example. Here, we had a group of individuals that saw merit and opportunity in a particular project. As a result of their persistence and some help from government, we now have a facility that employs local residents and serves as an attraction to the region enhancing our tourism potential. The West Prince Housing Project is another example of community needs being met by community projects. Since its inception, this community project has provided invaluable assistance to home owners seeking to improve their residence.

Successes such as these can be found throughout the Province. Islanders are active community people that give freely of their time in an effort to improve the places where they work and live. I see tremendous benefit in a conference such as this one that brings together people with common concerns and interests. Each of you has something to offer and something to learn from others interested in Community Economic Development. The success of one region's activity represents opportunity for another.

As well as providing a forum for the exchange of ideas, this conference offers a chance to better coordinate our efforts in Economic Development initiatives. I think the notion of cooperation is a very important one. Every project that is initiated in a community, offers opportunity for Community Economic Development in a number of areas. For this reason, it is important to think of Community Economic Development as a strategic process. Every activity lends support to its general objective. The most successful Community Economic

Devolopment is that which sees both Government and Community Groups working together.

The Seminar Topics that are going to be covered throughout the course of this weekend provide the chance to learn from each others' experiences as well as provide essential starting points for looking at Community Economic Development in a more strategic fashion. If the conference enables toy to achieve a mixture of these results, than you are well on your way to "MAKING IT WORK" and, as a result, making our Island Communities more prosperous places to live.

Thank you and Good Luck.

"DEVELOPMENT AT WORK"

PRESENTATIONS FROM PARTICIPATIONG REGIONS

Ed Deveau, Chairman,
Eastern Kings Community Advisory Board

Kevin Gotell, Director
Southern Kings and Queens Advisory Board
(presentation not available)

Jo-Anne Schurman, Representing East Prince

Alcide Bernard, Representing Evangeline

Audrey Callaghan, Chairwoman, West Prince
Community Advisory Board

MAKING IT WORK IN EASTERN KINGS

TEN YEARS LATER
(Ed Deveau, Eastern Kings)

The past ten years have witnessed considerable economic growth in Eastern Kings County. This is historically a farming and fishing region and prior to the mid seventies, there was very little secondary development or spin-off development to those primary industries. There was no real atmosphere for economic growth and the general population did not visualize development beyond the primary industries.

Fortunately for Eastern Kings and I'm sure for West Prince, the Government of the day had a vision for decentralized government service delivery throughout rural P. E. I. Hon. Bruce Stewart, M.L.A., First Kings, successfully advocated for a Regional Government focus in Eastern P.E.I. and in 1975 the Eastern Kings Regional Services Centre was established.

For the first few years, regionally based staff worked to identify opportunities and to create an atmosphere for increased local autonomy, local growth, and local action.

In 1878, the people of Eastern Kings decided to take their future into their own hands. The Eastern Kings Community Advisory Board conducted an experiment. They hosted a Regional Development Seminar, the first of it's kind on P. E. I. and indeed a forerunner to this very conference.

This seminar was a gathering of regional leaders, community legitimizers and organizations interested in working to shape and enhance the social, economic and cultural future of Eastern Kings County.

The central theme emerging from this conference was Economic Development. The need was identified for a specific organization to address Community Economic Development. Consequently, the Souris and Area Industrial Commission was formed. This was the first such commission formed on P.E.I. As you know, since then, seven other commissions have been formed across the Province.

The Souris and Area Industrial Commission established the Souris Area Industrial Park in 1978 which since then has served as a focus for Small Business Development throughout Eastern Kings County. The Souris and Area Industrial Commission, since then , has formed two significant groups: Colville Estates Ltd., a community housing corporation with assets of one half million dollars, and the Eastern Kings Tourism Development Association who presently are implementing a major regional tourism development plan.

I will conclude ladies and gentlemen by highlighting some of the major accomplishments within the region over the last ten years.

The Souris Industrial Park with ten new businesses including a modern 28 unit motel.

Colville Estates Ltd., with one half million dollars in assets.

A new Municipal Sewage Treatment Plant to accommodate increased residential and Commercial Development.

The Souris Development Plan, a nine million dollar infrastructural development providing for the effective and harmonious use of the port by fishermen, truckers, processors and potato dealership. This plan was adopted in its entirety by the Federal Government of the day and was singled out by transport minister, Hon. Jean Luc Pepin as a hallmark effort in regional cooperation to animate and enhance the role of one of Atlantic Canada's most important ports.

A new Health Centre in 1980 which has attracted three young doctors and a dentist to the region.

A full-time dentist and doctors office in Morell.
New Bowling Alleys in Morell.
A modern Community Swimming Pool in St. Peters.
Soon a new and unique tourist attraction in Little Pond.
A new Hospital which is to open shortly.
The list goes on and on Ladies and Gentlemen, however the purpose of this presentation is not to announce a litany of regional successes in Eastern Kings; the message Ladies and Gentlemen is <u>MAKING IT WORK</u>.

We're MAKING IT WORK in our region and we're doing it through the very effective community group process.

For those of us here tonight from Eastern Kings, this conference is a re-creation of History for it all started for us ten years ago at a conference at the Sea Breeze Motel in Eastern Kings.

My friends across P.E.I., Let's start now and approach the new decade and the new century obsessed with MAKING IT WORK .

Jo-anne Schurman,
WORLD JUNIOR SOFTBALL
EAST PRINCE

I am pleased to present to you what is considered in our area a true success story - a story that illustrates that total community involvement does indeed "make it work"

The attraction of visitors to a particular area generates economic development. Tourism, which is considered to be Canada's fastest growing industry, is actually the basis of our direction.

Every Island community is blessed with enthusiastic, dedicated citizens who are all ultimately interested and concerned about the development of their particular area. Tonight's venture is proof of this point. In East Prince, in addition to this valuable resource, we are also blessed with excellent recreational facilities. This combination in itself allows development to happen, but only in the last few years have we realized the other supports necessary to allow this development to reach its true potential.

As an example, my presentation will centre around the 1989 World Junior Softball Championship to be hosted in Summerside, which is now becoming recognized as the Sports Hosting Capital of Atlantic Canada.

Can you imagine how exciting it is for us in our small community to see the plans for this major event unfold each and every day? We see people from all walks of life working hand in hand to ensure a successful event. We see community groups and organizations committing time, resources and support on a regular basis. We see our municipal government assuming many responsibilities and financial obligations for this true World Series. We see our provincial government recognizing the many benefits of this opportunity as they continually assist and support the event. We see the federal government committing resources, expertise and services to our event. All of this support results in true progressive community development.

But like any project of true economic value, there is a vital role for corporate involvement. I speak of the corporate community that indeed enjoys the opportunity of serving Islanders on a regular basis ... and are now provided with an excellent vehicle to share in our growth and development.

The World Junior Softball Championship has provided for us a mammoth challenge - and by accepting this challenge, it has shown us very clearly that, by combining community resources for a common goal, the goal can be reached.

Earlier, I mentioned the economic benefits of hosting events. Since 1983, over 7 million dollars has been realized as a result of past events and with Summerside hosting the World and 3 Canadian Championships in 1989, it is projected that over 3 million dollars of economic growth will be enjoyed by the area. My point is that, from 1983 to 1989, using major events only as our example, we are speaking of a 10 million dollar business that has not only created economic growth for businesses, but has provided meaningful employment and a legacy of facilities that can and will be used by you and I for many years to come.

In addition to these measurable values which any project is judged on, there have been other benefits to our community more meaningful then dollars and cents.

We're excited ... We're proud ...

People are talking about it ... It has brought us all closer together.

We are preparing ladies and gentlemen to show the world just what Islanders are all about. This attitude, or this image, does in fact contribute to the economic development and growth of a thriving Island community.

We hope you will all consider being a part of it!

A la conférence économique

M. Alcide Bernard suggère une recette pour le succès communautaire

Par Jacinthe Laforest

"Le succès d'une communauté n'arrive pas du jour au lendemain. Le succès est le résultat d'une planification précise et de la volonté collective de la communauté," de dire M. Alcide Bernard, directeur général de la Coopérative de croustilles de l'I.-P.-E.

Ce dernier présentait un exposé de développement économique de la région Evangéline devant les quelque 110 personnes réunies à Mill River pour la première conférence économique provinciale, les 21 et 22 octobre derniers.

Afin de se développer, la communauté doit d'abord être consciente de ses ressources, qu'elles soient économiques, humaines, financières ou matérielles et elle doit connaître ses forces et ses faiblesses, a noté M. Bernard; voilà l'élément le plus important au développement communautaire.

M. Bernard a expliqué à un auditoire attentif, que ce travail de conscientisation avait été fait en parti par la Commission industrielle de la Baie acadienne, une organisation qui a joué un rôle déterminant dans le développement économique de la région Evangéline.

Les personnes qui ont formé la commission industrielle en 1977 ont discuté pendant de longues heures pour préparer un plan de développement de la région.

Selon M. Bernard ce plan comprenait une analyse des forces et des faiblesses de la communauté, de ses ressources et de ses chances de développement. C'est grâce à cette connaissance qu'on en est arrivé à une conscience de plus en plus grande de la population face au développement économique.

M. Bernard pense que la plupart des récents projets de développement dans la région ont pris racine dans ce plan initial, préparé il y a 10 ans par la Commission industrielle de la Baie acadienne.

"C'est à travers des conférences locales, des réunions d'information que nous avons pu sensibiliser la communauté," de dire M. Bernard.

Bien sûr, il faut plus qu'une conscience collective pour réussir dans le domaine du développement communautaire, s'est-il empressé d'ajouter. Les infrastructures de même que les services complémentaires appropriés doivent être disponibles.

Toujours selon M. Bernard, la région Evangéline n'aurait pas prospérer si vite sans l'appui et le secours du Centre de services régional Evangéline, le Conseil de la coopération, le Groupe capital-risque de la Baie acadienne et la Caisse populaire Evangéline, ainsi que l'Association touristique Evangéline.

Toutes ces organisations communautaires ont joué un rôle déterminant dans la région, et continuent de répondre aux besoins spécifiques de la population, a-t-il ajouté.

M. Bernard a conclu son exposé en disant que "à base de tous ces groupes, on reconnaît la présence de groupes de bénévoles dédiés et fiers de leur communauté et qui sont déterminés à en améliorer la situation sociale et économique. C'est ce qui fait que nous pouvons travailler ensemble et coopérer pour le bien de notre communauté et le nôtre".

Pour donner le ton à cette première conférence économique, les organisateurs avaient demandé à chacune des régions économiques de la province de préparer un court exposé sur le développement économique de leur région respective. M. Alcide Bernard était au nombre des représentants.

WEST PRINCE COMMUNITY ADVISORY BOARD REGION

P R E S E N T A T I O N

BY: AUDREY CALLAGHAN, PRESIDENT

Hon. Robert Morrissey, Head Table Guests, Fellow Community Contributors:

I am pleased to have the opportunity to address fellow volunteers involved in Community Economic Development. This type of forum that brings practioner and volunteers together emphasizes the key elements of development.

West Prince is an example of an area "MAKING IT WORK" through the involvement of volunteers and government line departments. The West Prince Community Advisory Board dates back to 1972, when it was established as a sounding board for government services, this was at a time when the Regional Services Centre was being established in O'Leary. However, very few development organizations existed then, when compared to present day West Prince. The '72 Advisory Board soon identified that something could happen by identifying projects and working with the various line Departments. A home repair project for low income families could have adequate housing, the board members could contribute their volunteer efforts, and the Government of the day could fund a good project. This tri-party effort would soon become a model for future projects to follow, a formula "TO MAKE IT WORK".

One of the few other organization that existed in '72 was the West Prince Chamber of Commerce. The Chamber was very active and was the community voice of West Prince. Often they made presentations to cabinet to identify development opportunities that would be beneficial to the area. In fact the Golf Course in which we are very proud, received a strong lobby from both the Advisory Board and the Chamber.

If one was to use analogy of the Advisory Board and the Chamber being the roots of the West Prince Development "Tree", you could see the development organizations that grew from those roots.

Present day West Prince benefits from a wide range of organizations that contribute to the socio-economic development of the area. The Chamber of Commerce was responsible for the early formation of the West Prince Tourist Association. In recent years the Tourist Association has made significant contributions to the promotion of West Prince as a tourist association has made significant contributions to the promotion of West Prince and important partner in the Island Tourism Industry culminated in hosting the industry at the semi-annual of T.I.A. P.E.I. last weekend. The West Prince Tourist Association contributes "TO MAKE IT WORK" in West Prince.

The Advisory Board also has seen development organizations grow from their efforts. West Prince Forestry - working for the forestry industry in the area; and West Prince Ventures -- contributing to the growth of small business in West Prince; both grew from the Advisory Board. The Board has addressed many areas of concern over the years. Projects dealing with the primary industries have been sponsored by the Board. The harmful effect of wild oats on the agriculture industry and the rising benefits of aquaculture for the fishing industry are examples of projects sponsored. The Board is constantly exchanging ideas on how to alleviate the high unemployment in the area. C.E.I.C. has provided funding for the Job Entry Program which has been in existence for the past four years. The project has been beneficial to the area's youth as a way of introduction to the work place. S.A.R.S. has been a project that the Board has cooperated with the area rinks to Social Assistance Recipients a practical work experience. The Board is always active in the search of new projects for West Prince, whether it be training, job creation and/or capital projects.

Making It Work -- In West Prince also involves the necessity of organizations to work together. The West Prince Industrial Commission was born out of the efforts of the three larger Communities of the area --- Tignish, Alberton, and O'Leary... The Commission's "Show Case" Projects include: Westech - a strawberry tissue culture laboratory and plant exporter; the Mill River Fun Park - a major tourist attraction that draws many to the area; The Wind N' Reef Restaurant - a facility that has given a whole new

meaning to North Cape and the Atlantic Wind Test Site. The Commission has also been involved in projects that have social implications to the area. Housing units have been constructed in the three originating communities, at a time when adequate rental units were not available. Other projects of this nature include Mainstreet Projects and Commercial Building Restoration.

Many other organizations benefit from the development formula (volunteers and practioners). Community Futures, on the the newest organizations, have already made their presence felt by the construction of the Incubator Mall, contributions to small business, and funding training programs.

Dalton School in Tignish has benefited from the work of many volunteers and government support through Human Resource Assistance and Financial Aid.

The once empty historical school now houses the Community's Library, a museum, a Boys & Girls Club, and a clothing store.

A key to success of development in West Prince has been the creative use of existing structures, as in Tignish. Alberton uses their Stone Station for crafts and tourist information. The Railway Station in O'Leary is now Station House Boutiques. The Lighthouse in West Point is now an elaborate dining, accommodation, and museum facility -- All an example of "MAKING IT WORK" with what we have.

A well rounded Community must have a social and cultural element "TO MAKING IT WORK". The West Prince Area is proud to promote a festival event every weekend during the summer months. Our West Prince Arts Council contributes to the artistic and cultural needs. This organization hosts name performers -- Rita MacNeil and Men Of The Deep, for example -- but always cognizant of the grass roots of the area. In this regard local talent is showcased on stage, workshops are promoted in visual arts, dance, writing and publishing.

The success of any Community Economic Development boils down to one key element "People, like all of us here".

Without the committment and dedication that has been shown by everyone here, P.E.I.'s Communities would surely be lacking.

I would like to thank all of those that have served on the West Prince Community Advisory Board over the years, as they surely have been the roots for development in West Prince.

THANK YOU!!!!!

SEMINAR PRESENTATIONS

KEYNOTE ADDRESS

Martin Lowe

Supervisor, Regional Development

Government of Newfoundland

"STRUCTURES FOR COMMUNITY ECONOMIC DEVELOPMENT"

Floyd Dykeman

Director, Rural & Small Town Research and Studies

Program, Mt. Allison University

- Notes for Presentation Only -

STRUCTURES FOR COMMUNITY ECONOMIC DEVELOPMENT

Prepared and Presented By: Floyd W. Dykeman
Director
Rural and Small Town
Research and Studies
Programme, Mount Allison
University, Sackville,
N. B.

October, 1988

C.E.D.

MAJOR DEVELOPMENT ISSUES

ECONOMIC DIVERSIFICATION

- HOW TO CREATE JOBS? FACILITATE INVESTMENT? DISSATISFACTION WITH SENIOR LEVELS OF GOVERNMENT.

GOVERNMENT POLICY

- NEED SUPPORT FOR CED

- NEED NATIONAL AND PROVINCIAL POLICY AND PROGRAM SUPPORT

- LESS OF "BIG IS BETTER" AND MORE "SMALL IS BEAUTIFUL"

- SCOPE AND SCALE OF PROGRAMS MUST REFLECT THIS PHILOSOPHY

- GREATER FLEXIBILITY WITH PROGRAM AND RESOURCE MANAGEMENT

- CO-ORDINATION BETWEEN FEDERAL AND PROVINCIAL GOVERNMENT AND AMONG DEPARTMENTS

TAX BASE / Availability of Capital

- LIMITED AT PRESENT

- MANY COMMUNITIES NEED HELP SIMPLY TO MAINTAIN SERVICES/FACILITIES

- PROVINCIAL GRANTS ARE BEING CUT BACK

- LIMITED, IF ANY, REGIONAL TAX BASE SHARING

RESOURCE MANAGEMENT

- NEEDS TO BE VIEWED AS JOINT PARTNERSHIP RESPONSIBILITY WITH SENIOR GOVERNMENT, PRIVATE SECTOR AND COMMUNITY

- COMMUNITY PROACTIVE ROLE IS EMERGING

THE KEY QUESTION BECOMES - HOW CAN WE CONTINUE TO DRAW ON OUR NATURAL RESOURCE BASE IN A MANNER THAT WILL ENSURE THAT THE SUPPLY IS SUSTAINED, THE ENVIRONMENT IS APPROPRIATELY PROTECTED AND OTHER RESOURCES OR FACTORS ARE RECOGNIZED INCLUDING COMMUNITY VIABILITY?

THERE ARE ALSO CONFLICTS CAUSED BY THE CONSTITUENCY SERVED - LOCAL, PROVINCIAL, PRIVATE SECTOR.

RESIDENT ATTITUDES

IN MANY RURAL AREAS AND SMALL TOWNS RESIDENT ATTITUDES ACT AS A MAJOR CONSTRAINT TO SOLVING LOCAL DEVELOPMENT PROBLEMS.

THE ATTITUDE TOWARDS MAJOR EMPLOYERS WITHIN THE COMMUNITY IS OFTEN VERY POOR. IT IS A THEY AND US ATTITUDE.

ATTITUDES TOWARDS SMALL LOCAL BUSINESSES IS POOR. I HAVE WORKED IN NUMEROUS COMMUNITIES WHERE LOCAL RESIDENTS VIEW THE LOCAL SMALL BUSINESS COMMUNITY AS "GET RICH QUICK ARTIST".

AS A RESULT THERE IS A LARGE LEAKAGE OF RETAIL EXPENDITURES OUTSIDE THE COMMUNITY. THE FAULT IN MANY CASES LIES ON BOTH SIDES BUT THE PROBLEM MUST BE DEALT WITH UP FRONT THROUGH A COMMUNICATION AND PROBLEM SOLVING PROCESS.

IN MANY COMMUNITIES LOCAL RESIDENTS DESCRIBE THERE COMMUNITY AS DYING, A DEAD END ETC. GIVEN THESE VIEWS, WHICH ARE EASILY DETECTED BY OUTSIDERS THAT MIGHT WANT TO INVEST IN THE COMMUNITY, HOW CAN LOCAL DEVELOPMENT PROBLEMS BE RESOLVED. THIS RESPONDS TO THE ENTREPRENEURIAL CHARACTERISTIC OF SELF CONFIDENCE.

A POSITIVE ATTITUDE ON THE PART OF RESIDENTS IS IMPORTANT FOR ESTABLISHING A POSITIVE AND UP-BEAT ENVIRONMENT FOR PROBLEM SOLVING AND INVESTMENT.

RESPONSE NEEDED

I BELIEVE THAT THE REQUIRED RESPONSE IS LOCAL INITIATIVE AND LEADERSHIP.

THAT LEADERSHIP NEEDS TO BE BASED ON A WELL STRUCTURED STRATEGIC PLANNING PROCESS THAT EMPHASIZES COMMUNICATION, INVOLVEMENT OF A WIDE VARIETY OF GROUPS AND INTERESTS, FUTURE ORIENTED, ACTION ORIENTED, AND ENTREPRENEURIAL.

THE STRATEGIC PLANNING APPROACH ALSO NEEDS TO BE BASED ON RIGOROUS AND CREDIBLE AS WELL AS REALISTIC ANALYSIS OF THE COMMUNITIES STRENGTS, WEAKNESSES, OPPORTUNITIES AND THREATS.
(SWOTS)

LOCAL ECONOMIC DEVELOPMENT

WHAT IS COMMUNITY DEVELOPMENT?

----------SEE OVERHEAD----------

WHY GET INVOLVED?

----------SEE OVERHEAD----------

LEVELS OF PLANNING REQUIRED?

----------SEE OVERHEAD----------

REASONS FOR SUDBURY'S SUCCESS.

----------SEE OVERHEAD----------

TWENTY CLUES TO RURAL SURVIVAL.

----------SEE OVERHEAD----------

WHAT IS COMMUNITY DEVELOPMENT?

COMMUNITY DEVELOPMENT INVOLVES
- COMMUNITY ASSESSMENT AND EVALUATION
- COMMUNITY PROBLEM AND ISSUE IDENTIFICATION
- COMMUNITY OPPORTUNITY IDENTIFICATION
- COMMUNITY GOAL SETTING
- COMMUNITY PROBLEM SOLVING
- WELL REASONED AND LOGICAL COMMUNITY DECISIONS AND ACTIONS (ACTION ORIENTED)

FORMAL DEFINITION: "THE DELIBERATE ATTEMPT BY COMMUNITY PEOPLE TO WORK TOGETHER TO GUIDE THE FUTURE OF THEIR COMMUNITIES."

COMMUNITY DEVELOPMENT IS PRESENT AND FUTURE ORIENTED.

COMMUNITY DEVELOPMENT INVOLVES SUCCESSFULLY COMBINING COMMUNITY RESOURCES, AGENCY RESOURCES, LOCAL LEADERSHIP, AND DECISION-MAKING PROCESSES.

COMMUNITY DEVELOPMENT DEALS WITH CHANGE (1) INDUCING CHANGE; (2) MANAGING CHANGE AND THE CONSEQUENCES.

COMMUNITY DEVELOPMENT IS PROACTIVE.

WHY GET INVOLVED?

- THE COMMUNITY BEGINS, AS A COMMUNITY, TO EFFECTIVELY INFLUENCE THE FUTURE OF THE COMMUNITY
- ASSISTS TO CO-ORDINATE DECISIONS THAT AFFECT THE COMMUNITY RESULTING IN BETTER DECISIONS AND LESS CONFLICT WITHIN THE COMMUNITY
- EXTERNALLY MADE DECISIONS WITH LITTLE UNDERSTANDING OF LOCAL CONDITIONS ARE NOT ALWAYS THE BEST DECISIONS FOR THE COMMUNITY
- CAN ESTABLISH A POSITIVE IMAGE CREATING A POSITIVE INVESTMENT CLIMATE
- ASSISTS TO THOROUGHLY EXPLORE RESOURCE UTILIZATION OPPORTUNITIES AND EVENTUALLY TO MAXIMIZE RESOURCE USE FOR COMMUNITY BENEFITS
- IS A DEMOCRATIC PROCESS THAT ALLOWS FOR ALL PARTS OF THE COMMUNITY TO BECOME INVOLVED IN AN ESSENTIAL COMMUNICATION PROCESS.
- PERSONAL INVOLVEMENT - LEADER, COMMITMENT TO COMMUNITY
  GOVERNMENT INVOLVEMENT - MANDATE, MULTIPLE DECISIONS, POLITICS
  CORPORATE/BUSINESS INVOLVEMENT - COMMUNITY IMAGE, SOCIAL CORPORATE RESPONSIBILITY, LEADERSHIP, CORPORATE PHILOSOPHY, REALIZE BENEFITS, INFLUENCE DECISIONS

WHEN TO GET INVOLVED?

- NOW
- ALTHOUGH COMMUNITY DEVELOPMENT REACTS TO PROBLEMS PRIMARILY, IT SHOULD BE PROACTIVE. THAT IS, IT SHOULD ANTICIPATE PROBLEMS AND IDENTIFY SOLUTIONS OR ACTIONS THAT WILL ALLEVIATE THE ANTICIPATED PROBLEM

LEVELS OF PLANNING REQUIRED

Sudbury Case - Keys To Success

1. Community Recognition of the Problem
2. Active Team Building
3. Local Leadership
4. Responsible Local Agency
5. Grantsmanship and Networking
6. Packaging Senior Government Funding Programs
7. A Broadly Focussed Economic Development Strategy

THE ENTREPRENEURIAL COMMUNITY

TWENTY CLUES TO COMMUNITY SURVIVAL

* 1. EVIDENCE OF COMMUNITY PRIDE
* 2. EMPHASIS ON QUALITY IN BUSINESS AND COMMUNITY LIFE
* 3. WILLINGNESS TO INVEST IN THE FUTURE
* 4. PARTICIPATORY APPROACH TO DECISION-MAKING
* 5. COOPERATIVE COMMUNITY SPIRIT
* 6. REALISTIC APPRAISAL OF FUTURE OPPORTUNITIES
* 7. AWARENESS OF COMPETITIVE POSITION
* 8. KNOWLEDGE OF THE PHYSICAL ENVIRONMENT
* 9. ACTIVE ECONOMIC DEVELOPMENT PROGRAM
*10. TRANSITION OF POWER TO YOUNGER GENERATION
*11. ACCEPTANCE OF WOMEN IN LEADERSHIP ROLES
*12. BELIEF IN AND SUPPORT FOR EDUCATION
 13. PROBLEM-SOLVING APPROACH TO PROVIDING HEALTH CARE
 14. STRONG MULTI-GENERATION FAMILY ORIENTATION
*15. STRONG PRESENCE OF TRADITIONAL INSTITUTIONS INTEGRAL TO COMMUNITY LIFE
*16. SOUND AND WELL MAINTAINED INFRASTRUCTURE
*17. SOPHISTICATED USE OF INFORMATION SOURCES
*18. CAREFUL USE OF FISCAL RESOURCES
*19. WILLINGNESS TO SEEK HELP FROM OUTSIDE
*20. CONVICTION - IN THE LONG RUN YOU HAVE TO DO IT YOURSELF

ORGANIZATIONAL CONSIDERATIONS

THERE ARE THREE FUNDAMENTAL ORGANIZATIONAL OPTIONS THAT CAN BE CONSIDERED. WITHIN EACH OF THESE THREE BROAD CATEGORIES THERE ARE SPECIFIC TYPES OF ORGANIZATIONS THAT CAN BE IDENTIFIED.

IT WOULD ALSO APPEAR THAT HYBRID ORGANIZATIONS MIGHT BE POSSIBLE THAT COMBINE CHARACTERISTICS OVER TIME AND AS REQUIRED

1) INFORMAL COMMUNITY GROUPS

   A) FOCUS ON ONE ISSUE

   B) ACTION ORIENTED

   C) DISBAND AFTER TASK COMPLETE

2) FORMAL ORGANIZATION OF THE DIRECT TYPE

   A) RECOGNIZED OFFICERS

   B) MORE OR LESS REGULAR MEETINGS

   C) ALL CITIZENS CAN PARTICIPATE IF THEY WISH

3) FORMAL ORGANIZATIONS OF THE INDIRECT TYPE

   A) RECOGNIZED OFFICERS

   B) PARTICIPANTS ARE SELECTED ON REPRESENTATION OR DELEGATE BASES

MOST OF THE CED EFFORTS INVOLVE THE LATTER TYPE OF ORGANIZATION

WHAT ARE THE TYPES OF ORGANIZATIONS THAT ARE POSSIBLE?

COMMUNITY ECONOMIC DEVELOPMENT ASSOCIATIONS

- INCORPORATED AS NON-PROFIT

- WORK CLOSELY WITH LOCAL GOVERNMENT

- OFTEN HAVE A SMALL MEMBERSHIP FEE

- EXCELLENT STRUCTURES FOR PLANNING AND PROVIDING TECHNICAL ASSISTANCE TO LOCAL GROUPS AND INDIVIDUALS

- ASSOCIATIONS ARE NOT EASILY ACCEPTED AS BUSINESS OWNERS AND MANAGERS

- FINANCIAL RESOURCES ARE OFTEN LIMITED

COMMUNITY ENTERPRISES

- A SINGLE VENTURE OWNED BY THE COMMUNITY

- INCORPORATED AS A FOR-PROFIT CORPORATION

- COMMUNITY CONTROL IS IMPORTANT

- ELECT A BOARD OF DIRECTORS

- USUALLY FUNCTION LIMITED TO MANAGING THE BUSINESS

COMMUNITY COOPERATIVES

- VERY SIMILAR TO ENTERPRISE ORGANIZATION DISCUSSED

- MOST OFTEN INCORPORATED UNDER PROVINCIAL COOPT LEGISLATION

- MEMBERS PURCHASE SHARES

- BOARD OF DIRECTORS

- COOPERATIVES ARE USUALLY RESTRICTED BY LAW IN THE AMOUNT OF DIVIDENDS WHICH CAN BE DISTRIBUTED TO MEMBERS

- COOPERATIVES ARE ALSO USUALLY RESTRICTED IN THEIR ABILITY TO RAISE CAPITAL FROM INVESTORS

COMMUNITY ENTERPRISE CENTRES

- NON-PROFIT CORPORATIONS

- MEMBERSHIP OPEN TO COMMUNITY

- LOCAL GOVERNMENT IS ACTIVE SUPPORTER

- PURPOSE IS TO PROVIDE LOCAL ENTREPRENEUR WITH ASSISTANCE AND SPACE ON START UP OF BUSINESS

COMMUNITY DEVELOPMENT CORPORATIONS

- INVOLVED IN A WIDE RANGE OF FOR-PROFIT AND NOT FOR-PROFIT VENTURES

- NEW BUSINESS DEVELOPMENT AND MANAGEMENT, TRAINING, PLANNING

- OPEN MEMBERSHIPS

- MEMBERS ELECT BOARD WHICH IN TURN ELECTS EXECUTIVE

- OFTEN ESTABLISH INVESTMENT COMPANIES

- REQUIRED WHEN A COMMUNITY DECIDES THAT IT NEEDS

A) TO WORK ON SEVERAL INITIATIVES AT THE SAME TIME
B) MAXIMUM FLEXIBILITY
C) TO TRANSFER ITS RESOURCES FROM PROFIT TO NON-PROFIT ACTIVITIES
D) MINIMUM RESTRICTIONS ON INVESTMENT POLICIES

GOVERNMENT ESTABLISHED AND SPONSORED AGENCIES

- NEW BRUNSWICK INDUSTRIAL DEVELOPMENT COMMISSIONS

LOCAL GOVERNMENT COMMITTEES

SUBCOMMITTEES OF LOCAL CHAMBERS OF COMMERCE

SPECIAL COMMITTEES OF VOLUNTARY ORGANIZATIONS

IT SHOULD BE CLEAR THAT COMMUNITIES CAN MOVE FROM THE INFORMAL TO THE FORMAL ORGANIZATIONAL STRUCTURE AS THE EFFORT MATURES.

WHAT ARE THE CONSIDERATIONS THAT NEED TO BE ADDRESSED IF THE COMMUNITY IS GOING TO ORGANIZE FOR COMMUNITY ECONOMIC DEVELOPMENT?

1) ASSESS COMMUNITY COMMITTMENT

IS THERE EVIDENT NEED FOR PROJECT OR PROGRAM?

IS THERE COMMITMENT TO CAUSE AMONG LEADERS

IS THERE CAPABLE LEADERSHIP?

2) GEOGRAPHIC AREA OR BOUNDARY OF AREA

3) COMMITTEE/CORPORATE ROLE AND RESPONSIBILITIES

DEVELOP A STATEMENT OF PURPOSE

DETERMINE HOW AUTONOMOUS THE GROUP EFFORT WILL BE FROM OTHER ORGANIZATIONS OR HOW THE NEW GROUP WILL RELATE TO EXISTING ORGANIZATIONS

IN SOME COMMUNITIES EFFORTS MAY BE REQUIRED TO RATIONALIZE ORGANIZATION PRESENCE

4) TENURE

PERMANENT OR TEMPORARY

5) COMMITTEE/CORPORATE MEMBERSHIP

MUST REPRESENT STAKEHOLDERS

MUST BE ABLE TO PROVIDE SPECIFIC EXPERTISE

MUST DECIDE ON QUOTAS ATTACHED TO MEMBERSHIP

MEMBERSHIP CONTINUITY

----------SEE OVERHEAD----------

WHAT COMMUNITY RESOURCES ARE HELD OR CONTROLLED BY WHOM?

MONEY	1. _____	2. _____	3. _____
CREDIT	1. _____	2. _____	3. _____
JOBS	1. _____	2. _____	3. _____
LAND/PROPERTY	1. _____	2. _____	3. _____
INFORMATION/MEDIA	1. _____	2. _____	3. _____
SOCIAL STATUS	1. _____	2. _____	3. _____
ACCESS TO LEADERS	1. _____	2. _____	3. _____
KNOWLEDGE/SPECIAL SKILLS	1. _____	2. _____	3. _____
POPULARITY/PERSONAL QUALITIES	1. _____	2. _____	3. _____
PUBLIC OFFICE	1. _____	2. _____	3. _____
SOCIAL GROUP SUPPORT	1. _____	2. _____	3. _____
VOTING/PARTICIPATION	1. _____	2. _____	3. _____
LEADERSHIP SKILLS	1. _____	2. _____	3. _____
ORGANIZATIONAL RESOURCES	1. _____	2. _____	3. _____
INTERPRETATION OF VALUES	1. _____	2. _____	3. _____

MANY CED ORGANIZATIONS WORK WITH LIMITED RESOURCES - IT IS THEREFORE IMPORTANT TO

1) SEEK OUT DEDICATED VOLUNTEERS
2) MAKE SURE BOARD INCLUDES ALL NECESSARY MANAGEMENT SKILLS
3) MANAGE VOLUNTEER WORK ASSIGNMENTS - ORGANIZED-FOCUSED EFFORT
4) MAKE USE OF CONSULTANTS, UNIVERSITIES, STUDENTS, ETC.
5) CAPITALIZE ON RESOURCES OF OTHER COMMUNITY AGENCIES
6) DEVELOP REALISTIC PROGRAMS THAT ARE REALIZABLE
7) TAKE THE TIME TO RESEARCH ISSUES.

6) RESOURCE MOBILIZATION

WHAT RESOURCES NEED TO BE MOBILIZED?

WHO CONTROLS RESOURCES?

THIS QUESTION NEEDS TO BE DEALT WITH AS PART OF THE MEMBERSHIP ISSUE.

----------SEE OVERHEAD----------

7) STAFFING

IMPORTANT TO HAVE MANAGEMENT WITH STRONG INTERPERSONAL AND COMMUNICATION SKILLS

DON'T BE AFRAID TO GO OUTSIDE THE COMMUNITY FOR THE BEST PERSON

8) POLICY AND ADMINISTRATION

WILL THE MANAGER OR BOARD BE RESPONSIBLE FOR POLICY DEVELOPMENT AND INTERPRETATION?

SOME BOARDS DO NOT HAVE DOMINANT POLICY INTERPRETATION ROLE THAT RESULTS IN CLEAR AND DETAILED DIRECTION TO STAFF

9) DECISION MAKING PROCESS

DEPENDING ON THE PLAYERS AND IN SOME CASES THE ISSUES THE CED GROUP MAY WISH TO WORK ON

BARGAINING APPROACH - WHERE DIVERSE GROUPS ARE INVOLVED

RATIONAL CALCULATION - WHERE GOVN'T IS INVOLVED

BINDING CONSENSUS - ALL COMMITTED TO CONSENSUS BUILDING

10) ORGANIZATIONAL MANAGEMENT

DEVELOP RULES AND PROCEDURES FOR ORDERLY MEETINGS

PREPARE PROPER AGENDA

RECORD MINUTES

11) COMMITTEES STRUCTURED

WILL POLICY OR WORKING COMMITTEES BE REQUIRED?

WHAT WILL THE RELATIONSHIP BE TO LARGER COMMITTEE?

12) COMMUNICATION

HOW WILL COMMITTEE COMMUNICATE INTERNALLY AND EXTERNALLY WITH CED IDEAS?

WHAT COMMUNICATION CHANNELS WILL BE AVAILABLE TO THOSE OUTSIDE THE CED BODY?

13) FINANCIAL CONTROL

WHAT CONTROL MECHANISMS WILL BE PUT IN PLACE?

WHAT CHECKS AND BALANCES ARE REQUIRED?

14) LEGAL/LEGISLATIVE REQUIREMENTS/IMPACTS

IS THE ORGANIZATION ON A SOLID FOOTING LEGALLY?

IS THE EFFORT COMPATIBLE WITH EXISTING LEGISLATION?

IS NEW LEGISLATION REQUIRED?

"COMMUNITY PROFILES: AN ESSENTIAL STARTING POINT"

John Eldon Green
President, Smith Green Consulting

"THE DEVELOPMENT OF STRATEGY"
Dennis Friesen,
Director, Community Planning
Department of Community and Cultural Affairs

MAKING IT WORK

THE DEVELOPMENT OF STRATEGY

BY

Dennis Friesen

LADIES AND GENTLEMEN:

I'm pleased to have been invited to participate in this community economic development conference, because I am very interested in communities generally, and because I have a professional interest in communities in this province specifically.

What I have to say about strategy for community economic development, will, I hope, follow along very well from the other topics already discussed today, namely: co-ops, tourism development, community awareness, community profiles, and so on.

I would like to make my presentation in the following order; with considerable personal observation, which should help to generate some discussion:

1. People and information
2. The meaning of strategy
3. The community
4. How to mobilize for development
5. BASIC STRATEGIES, and finally,
6. BASIC PROCESS

PEOPLE AND INFORMATION

1. People make things happen. More people make more things happen. If "too many cooks spoil the broth", it's not because they want it to happen. It's because there isn't a clear leadership built into the system.

   Conventional wisdom says that two heads are better than one. A people team, with the right leadership and the right attitudes will surely bring about what no individual could do alone.

2. Information is vital. Too many bad decisions are made on the basis of too little information. The rule is: Know the facts, use the facts, stick to the facts! But at some point in time, in any enterprise, we all know we have to leave the facts behind and make some assumptions about where the future will take us. How do we come to these assumptions? We rely on the facts which we have gathered to help us. Reliable information is surely the best tool for predicting what will happen! Information is the key that can unlock the future.

THE MEANING OF STRATEGY

Welcome now to an overview of strategy.

1. The term "strategy" is a military one, and it means, in very simple terms, being in the right place at the right time. The right place puts it in the realm of geography. The right time puts it in the realm of the only other dimension we have. In military terms, strategic planning does not involve being in the right place at the right time accidentally! It is deliberately planning to be there, and unless outfoxed by a smarter strategist on the other side, a strategic move is always a winner.

2. This is why it is so important, in making Community Economic Development projects work, that there be a well-developed strategy. I want to emphasize that having a strategy in place for development takes a program out of the realm of chance and puts it in the category of expected results.

3. I don't want to leave you with a lot of empty phrases on how to develop a strategy. But I do want to leave you with my clear impression of how important it is simply to have a strategy.

4. To sum up:

   Without a strategy, development is a game of chance. With a strategy in place, success is about as certain as it is humanly possible to make it.

THE COMMUNITY

In considering strategy development, we must also consider the community. We've already talked about people, but planning for business and industry in communities raises some basic questions about the community and what will be acceptable by the people there. 15 or 20 years ago, you could safely conclude that everybody would agree that new commercial and industrial development is "good for the community".

Today, that assumption is not blindly accepted any more. Concerned groups and individuals have expressed strong fears that development will change the character and liveability of the communities. They have questioned:

environmental matters
inconvenience of traffic
crowding of schools
loss of open space and freedom.

And from these concerns grew the concept of "small is beautiful", a term that was born right here on the North Atlantic coast, among our American neighbours to the South. But small does not mean standing still. Nor does it mean poor or underprivileged. Even small communities need strategies for economic development.

HOW TO MOBILIZE FOR DEVELOPMENT

"Mobilization" means to move – hopefully forward! Mobilization, in strategic terms is a selective bringing together of resources to influence the people in the community who are in a position of authority. These influential people are:

- elected public officials (councillors, MLA's)
- community organizers (civic leaders in advisory boards, commissions, etc.)
- citizens with an interest in the community (business people, developers, residents who are interested in seeing the community improve).

And in order to mobilize, I believe the first step to take would be to prepare a resource inventory. Her I quote from Swanson and Cohen: A Guide for Study and Community Development 1976:

"The following inventory represents the resources which have been found to be commonly used in various combinations in community affairs.

1) money and credit (employers who set wages and bankers who make loans)

2) control over jobs (employers who provide jobs and unions who engage in collective bargaining)

3) control over information and mass media (publishers who print the news and reporters who write it)

4) high social status and access to leaders (those who are members of a leading family and those who belong to exclusive clubs)

5) knowledge and specialized technical skills (lawyers, teachers, engineers, planners, etc.)

6) popularity and esteemed personal qualities (athletic heroes, entertainers, etc.)

7) public office and the legitimacy accorded by citizens (those elected and their appointees)

8) subsystem groups providing solidarity (religious, fraternal, and ethnic organizations)

9) the right to vote and participate (to cast a ballot, to appear at public hearings and peacefully assemble to petition)

10) leadership skills (the strategic and tactical ways to mobilize public support)

11) manpower and control of organizations (to marshal support from various community organizations)

12) control over the interpretation of values (leaders who guide the community's decision-making agenda)"

Mobilization does not happen without a decision and a decision requires a certain process.

Six stages are suggested in the process of community decision making. I quote Clark: Community Structure and Decision-Making:

"1) issue recognition - the development of problem statements and the pressure to have something done;

2) information collection - the gathering of facts and opinions about the stated problem;

3) formulation of policies - proposing a solution to the problem;

4) evaluation of policies - exploring alternative solutions and weighing their relative merits;

5) policy selection - determining the most feasible and acceptable solution;

6) policy enactment - translating a policy into operational terms for implementation.

Thus, some mobilizers are more effective in some stages of the decision-making process than in others. That is, some persons, say a neighbourhood group, are more able to articulate what their problems are and gain attention while others, such as planners, can effectively collect, assemble and display information. People with ideas are quick to propose a solution."

I have now spent quite a lot of time leading up to the points I really want to make in this presentation. These deal with basic strategies and a process to follow through.

BASIC STRATEGIES

The International City Management Association published a book on planning strategy, in which they say:

> "The basic strategies for local economic development action flow from the realities of business location decisions, the need to strengthen the local tax base, and the objective of increasing jobs for selected groups."

From their discussion I have developed the following basic strategy statements:

Basic Strategy #1

Work on the assumption of always retaining, supporting and improving existing industry.

Basic Strategy #2

Work on new business, and especially work on combining new business enterprise and industry with what already exists, so the old and the new are mutually supporting, e.g. retail and services; or tourism and services.

For these first two basic strategies, the objective is to retain income and tax base but at the same time provide entry level job opportunities for the critical unemployed group -- (in P.E.I. this is often the youth). Also, very closely tied to these two basic strategies is the concept of community improvement; that is to make your community a better place in which to live, work and do business (business district improvement, recreation improvement, neighbourhood improvement, infrastructure improvement.)

Basic Strategy #3

Work on moving industry to a local location from somewhere else.

This might be looked on as piracy by some communities, but it is a hard fact in business that some locations are just a whole lot better than others. Businesses have been known to fail because of poor location.

If it looks as though it will work better in you community than where it is now, go for it!

If a new location improves an enterprise, this will logically lead to new jobs and opportunities.

Basic Strategy #4

Work on expanding existing enterprises. In some older locations of North America, 80 - 90 percent of job growth comes from expanding what already exists.

Basic Strategy #5

Work on fostering entrepreneurship; one of the things this conference is all about, as we all realize.

This fostering strategy implies a whole combined program of cooperative efforts involving several government agencies (like health, social services, industry, tourism, and others, both provincial and federal).

In this strategy the work is aimed at individual private business people, and at any local development corporation committee, or other organization interested in community development.

Small business is high risk, but there are advantages in this strategy, too. (1) overheads are low, (2) accommodation demands are modest, (3) and best of all, if a one-person operation has to hire an extra person, that means a 100 percent growth in jobs for that business.

In the next strategy we should address the process of community economic development and so I feel we can actually express this as:

Basic Strategy #6

Recognize that there is a process to be gone through in economic development, and adopt a process for your own use.

This leads very naturally to my final basic strategy:

Basic Strategy #7

Work on evaluation and review. This last strategy is a strategy that looks at itself – that looks inward, critically, to see how things are working in practice. Work on the assumption that change may be needed from time to time. In every strategy and process there should be enough flexibility to allow changes and improvements.

Having put forward seven basic strategies, it is no appropriate to look at a step-by-step process in which we can put the strategies to work:

BASIC PROCESS

I need to say at the outset, that this is a fairly classic approach to a process. By that I mean that it has been used for at least a couple of decades, and is generally designed to work because it is based, to a large extent, on common sense:

A Process for Community Economic Development

Step #1

Identify who is involved in your community. I already touched on this in my comments on mobilizing. Bear in mind that you want to identify not only the policy makers but also the ones who carry out the policy.

Step #2

Assess the "climate". Here I refer to the economic development climate. Assess also the "issues". I refer to taxes, regulations, and trends in the community, which all work together to create issues.

Step #3

Identify constraints and barriers. Sometimes physical conditions, location, and even community values can create serious constraints. Identify strong points. These are any factors that will make a project work. Factors such as location, local services, community support and the like.

Step #4

List and explore alternative project possibilities. the key idea is not to put all your eggs in one basket. There are so many different things and directions to explore. Multiple projects will present themselves whenever people get together in a process. IMAGINATION knows no limits.

Step #5

Set priorities. This means coming up with a list which represents possible projects, in order of importance or preference.

Step #6

Evaluate feasibility. The items at the top of the list need to be evaluated first. This is a very important step in the process, because even though it is never possible to make a totally reliable prediction, you need to know how realistic a project is before you try to make it work.

Step #7

Select a project (or projects) from the priority list.

This is a good time to remind ourselves that we shouldn't forget existing enterprises in selecting a project.

Step #8

Look for money. This means cash, or in some cases, substitutes for money to make the project work; especially to get it started. Federal and provincial funding schemes change regularly. What may have been a low priority last year, could be a high priority item this year. Therefore, it is important to bring up old ideas for review, instead of abandoning them altogether.

Substitutes for money can sometimes be offered locally (such as a new street to make a project possible, or a couple of years of municipal tax relief).

Step #9

Test your project. Treat the first project as a test run. Learn from it; use it as a pattern if it works well. Carry the project through. Don't be discouraged if you aren't totally successful the first time. Try again, and try something different.

Step #10

Carry on. Keep the process ongoing, identify new issues and prospects as the opportunity comes up. Tackle new projects to the best ability of your time and resources. And don't forget your priority list.

CLOSING REMARKS

I have tried to share some of my views on strategy, and I've tried to build into my remarks something of the wisdom of people with more experience than I have.

In summary, I would like to emphasize that:

1) Strategies make things happen, but people make strategies. People willing to make it work are an essential ingredient in the community economic development strategy.

2) Strategies are not made in a vacuum. There is no such thing as too much information. To make it work intelligently we need to have and use information.

3) Community economic development is driven by many things. The Minister's message in our conference program says it all. Community economic development is "any change occurring in its institutions that a community uses to meet its needs". Not just business and industry; and finally,

4) A process needs to be adopted and followed. Success depends on it. It's part of the strategy!

"TOURISM AND COMMUNITY ECONOMIC DEVELOPMENT"

by Carol Livingston

My topic today is "Tourism and Community Economic Development." I will outline the development which has taken place in the small community of West Point since the fall of 1982.

Not just the development in Tourism but the general development of the community because the two go hand in hand.

In the late seventies and early eighties our community was stagnant. The older community leaders had become ill or had passed away, and the younger people were busy with their own lives. Some things such as the Fire Department and Cedar Dunes Park had definitely seen better days. There was little opportunity for employment, especially for women.

We had to go elsewhere to dine, to dance, to attend a concert, to church, to school - It seemed there was very little heart or care in the community.

Two events happened which became turning points for our area. The first was a course in Life Skills Coach Training, which I took in Memramcook Institute, N.B. The course centered around the idea that we are all responsible for our development in five areas: 1) self 2) family 3) job 4) leisure and 5) community.

Before that I had never given any particular thought to what role I should play in the community - I taught School and Sunday School but had never considered anything else.

Shortly after I completed my course in August 1982, George Henderson was visiting our home. I complained that one community had gotten one thing and another community had gotten something else and West Point had gotten nothing. Goerge just looked at me quietly and said, " What did you ask for, Carol?" The answer, of course, was that we hadn't asked for anything but had only complained.

After being away all summer there seemed to be a lot of clutter around my house so I decided to get rid of it with a flea market. Some of the neighbours and I went to the old West Point School and had a joint flea market.

We didn't sell much but we certainly enjoyed getting together for a change.

One of the women had heard about Canada Community Development Projects and we decided to see if we could get one.

We had our first meeting on September 15, 1982 and formed the West Point Development Group. We looked at what our area lacked. We drew up an extensive list of areas which needed to be developed to make our community more attractive in every way for us and for the tourists we hoped to attract.

That fall we obtained a CCD Project for 42,278. With that money the old school was refurbished and a 30" X 40" hall was added to it. The project ran 32 weeks and employed four people. We now had a place for meetings and fund raising events. That was Phase One of a Three Phase Development Plan.

Throughout that first winter, work was also progressing on our plans to become incorporated as a non-profit corporation so we could lease the West Point Lighthouse from the Canadian Coast Guard. This was accomplished in March 24, 1983.

" The purpose of the Corporation shall be to develop and improve conditions in the West Point, Prince County Area, and without restricting the generality of the foregoing, to develop and improve Tourism, Employment, the Craft, Industry, the Lighthouse, the Fire Dept. etc. "

During that first very busy winter ground work was started on many fronts - discussions with Parks representatives, Crafts, people, the Coast Guard, Forestry, Senior Citizens, Youth organizations and Festival organizers.

On July 1, 1984 we had our first Canada Day Celebrations at the Community Centre which was officially opened by Hon. George Henderson on August 27, 1984.

The Lighthouse Craft guild was formed in 1984 and operated out of the Community Centre that year.

During the first year or two a number of groups formed but did not continue - a ladies exercise group, men's fitness group and a senior citizens group. We began our annual Fishermen's supper and dance as well.

The Community Centre won a prize in the Rural Beautification Contest.

By November 1984 we were ready to go to work on the Tourism Component of our Development Plan. We got another Canadian Community Development Project to reconstruct the Lightkeeper's dwelling and to have two workers research the history of the area. The Coast Guard paid for all materials spent refurbishing the tower and the project supplied the workers.

The Coast Guard and Heritage-Foundation loaned us an excellent display of artifacts and photographs of early Island Lighthouses because we had decided not to be a general museum but to capitalize on our historic connections with the sea and Lighthouses.

We had three guest rooms and a chowder kitchen in the dwelling part. The idea was popular with tourists and local people right from the beginning. We had a staff of five full time and one part time when we opened on July 1, 1984.

The funding for staff, furniture and equipment was covered by a L E A D agreement which was supposed to last for three years. Unfortunately it did not. The first year we had full funding. The second year only 6,900 at the end of the season and no funding the third year. Our earnings surpassed L E A D predictions by 4,000 the first year, taking in 15,000. We discovered that we could get a grant in lieu of taxes and saved 254.00.

That year the opening was part of the first West Point Lighthouse Festival, a three day event which brought out quite a few Islanders and a few tourists.

Part of Phase Three was carried out during the summer of 84 with an Environment 2000 project (valued at 25,000) to improve the natural trails in the Park areas adjacent to the Lighthouse. These are for use in hiking, cross-country skiing and snowmobiling.

One of the community needs which had surfaced during our initial survey was the need for six additional bait houses at the Harbour. In 1983-84 while the Development Corporation had workers constructing the Lighthouse dwelling, the Harbour Improvement Committee got the baithouses built through a New Employment Expansion Development (NEED) Program valued at $ 26,000.

The following year, 1985, Red Cross people in the area got a Section 38 program to refurbish their storage building which had been in very delapidated condition in the harbour area.

For a long time Cedar Dunes Park had been deteriorating and we had kept saying, "Someone should do something about it because it's a mess and we aren't getting half the visitors we used to" so in August 1984 I did a survey of conditions. I passed the survey results along to the media and Tourism and Parks officials.

That was the beginning of what has become an excellent working relationship withParks which led to extensive improvements instead of Predicted closure. In 1985 the camp ground was moved back to its original

position from the wooded mosquito infected location it has occupied for a number of years. Land fill vastly improved the area and tourists enjoy being close to the excellent beach.

Each year since 1985 improvements have been made - fencing, additional parking areas, a life guard, paving this past summer (1988). Later this fall a new bath house and possibly an office will be constructed.

These improvements have resulted in a noticeable increase in Park attendance. The park and Lighthouse complement each other well.

In 1985 we had two severe cutbacks in programs which were supposed to be ungoing. The L.E.A.D. funding was withheld until the end of August and then was cut back to only 6,900.

The Environment 2000 program for trail development was discontinued. We were able to get two summer students who made limited progress on identifying and marking the plants along the trails. They also worked on erosion control and assisted Park personnel in getting the water supply piped from a new well in an area near the Community Centre. This new well was really essential with increased visitors in the Park and Lighthouse.

We had a third student who typed up the handwritten material the two historical researchers had collected in '83 -'84. Although it still needs polishing to be ready for publication, it preserved the information and sparked a lot of interest in what the Development Corporation was planning to do.

In the summer of 1985 several fishermen and their friends went by boat to the hydroplane races in Cocagne, N.B. This was the beginning of an excellent relationship between fishermen on both sides of the Strait. They invited us to go to their Fishing Boat Races the next year since with hundreds of N.B. people coming to the Lighthouse Festival each July and hundreds of Islanders going to Cocagne as well. The fishing boat races all over the Maritimes are becoming very popular with a West Point fisherman, Allan Sharpe winning in Alberton, Souris, Pictou and Cocagne and then being beaten in his own harbour by David MacLean. The crowds will be bigger than ever in 89.

The crafts people have an expanding business. In 1983 they operated from the Community Centre in 1984 in the area next to the Chowder Kitchen and in 1985 the group got a Section 38 and built the Lighthouse Craft Shop.

The Chowder Kitchen used the space they had vacated for additional seating space which meant we could seat (25) twenty-five as well as having an active

take-out business. We started to serve lobster suppers in '86.

By 86 most of the goals outlined in 1982 had been reached and people seemed to feel we had done all that needed to be done:

1) We had the community Centre for meetings, dances, fund raisers, elections, etc.
2) The L.H. had been established and was operating at a profit.
3) The craft Guild had been created and had its own building
4) Cedar Dunes Park had had extensive renovations
5) We had a three day summer festival and a two day winter festival
6) There was a Junior Allied Youth Post and a
7) Majorette Group for the young people
8) The Fire Dept. had gotten another truck, more equipment and increased training for its volunteers
9) Our trails for hiking, skiing, and snowmobiling were in good condition although still generally unmarked
10) The Harbour Improvement had built six additional baithouses and the Red Cross had refurbished their building.

During the tourist season of 1986 we realized we couldn't rest on our laurels - We couldn't keep up to the demand for rooms in the L.H. or seating space in our Chowder Kitchen so in 1987 we enbarked on our biggest venture yet. At our request the Dept. of Community Affairs drew up plans for an expansion, 57 X 28, which included a Kitchen and 65-70 seat dining-room downstairs and six guest rooms upstairs. We were able to get a Section 38 for 100,000 and to borrow a further 100,000 through Community Futures. The Provincial Government offered an interest buy down over a four year period which will be a considerable saving to the Development Corporation. It also guaranteed 80% of the loan. We ran into lots of red tape getting permission from the Division of Historic Parks to add to the Lighthouse which is an historic structure. There were delays in getting a building permit and other minor set backs but we were able to officially open in mid July 1987.

The 1987 expansion gave us a total of nine rooms.

Since then we've never looked back - business was booming last summer as well. As a matter of fact, we need to expand our Kitchen to keep up with demand over 2,500 meals were served in one week in July 88 and 500 or more on Sundays was not unusual.

In 1987 as well the Federal Government made major improvements in the inner part of the harbour.

In 1988 the two remaining sections will be completed which will be a boon for the fishermen and other visiting seamen.

This year we responded to the continued need for extra rooms and dining space by refurbishing the third floor of the Lighthouse and relocating the museum there. We then joined two rooms in the second floor of the Lighthouse to make a delightful room called Tower Room.

The idea of a ball field in our Community has been discussed since our original meeting. The Dept. of Tourism and Parks have told us we can develop an outlying part of Cedar Dunes Park as a ball diamond if we do it at our expense. The ball team is presently raising funds to develop that location or another they have in mind.

Later this fall new washrooms are being built at Cedar Dunes and a new office is being constructed either now or in the spring. As well the road through the Park to the Lighthouse was paved in 1988.

In our community now there is a vibrant spirit of " We can do it ! " We've had excellent co-operation from both Liberals and Conservatives on both Provincial and Federal level.

I've been asked to talk about our experience to people in Souris, at the Women in Business Conference in Ch'town and have met with representatives regarding the development of East Point Lighthouse, the Ark at Spry Point, the Point Prim Lighthouse. To all of them I have emphasized that the people in an area CAN make a difference if they are willing to take stock of what their area has to offer that is unique and then go to work to develop it. It takes hard work - co-operation, a willingness to be flexible and realize that not all your ideas may be possible or not practical at that time. However, if people will take the risk there are a great many people and departments both provincial and federal which will help them make their dreams come true. Just keep in mind that most tourists don't want a pale immitation of what they have back home, they want a chance to experience the uniqueness of life on P. E. I.

If we continue to develop in keeping with P.E.I. values and life-styles WE CAN MAKE IT WORK.

"CREATING COMMUNITY AWARENESS"

Presentation
by
Valerie A. Payn

to
Community Economic Development
Conference

Mill River, P.E.I.
October 22, i988

On behalf of the GSCC, I welcome the opportunity to participate with you today.

I would like to congratulate the organizers -- the P.E.I. Dept. of Industry on the initiative they have shown in putting together this Community Economic Development Conference. I think it is important to note that they - in their first year producing this Conference - have elicited the participation of primarily provincial speakers. It appears they want us to look at the resources we have right in our own communities before we expand to look at how other communities in other provinces develop their economic potential.

I am very pleased to share this platform today with many other local individuals who are committed to building a better community and stronger economy.

My role today will be to talk a little about community awareness. Community awareness is certainly an important part of community economic development. If your community is oblivious to what you are trying to do, you do not have community support. If you do not have community support, you are, more than likely, defeated before you ever begin.

I would like to encourage you to interact with me by asking questions or putting forth comments as we go along. Also, towards the end of our time allotment I would be very pleased if we could take a few minutes and share some ideas from your own communities which I might twig in your mind as I go along. For those of you who are here from Summerside and the surrounding areas, feel free also to comment and perhaps mention some things I might not cover. I see my role here today as a dual one:

One: to share some thoughts with you on C.A. from a Summerside perspective

and

Two: to act as a facilitator to get you talking and thinking about community awareness.

Lets' begin by looking at a definition of "Community",compliments of Mr. Webster.

-- Overhead # 1 --

Community - the people living in an area

- a group of people with common interests living together in a larger society

My Community -- commonly called the greater Summerside area -- includes the Town of Summerside and the outlying communities of Wilmot, St. Eleanors, Sherbrooke and Linkletter. We have a population base of approximately 15,000 people.

I believe I was invited to talk to you today on "Community awareness" because Summerside is a fine example of active community awareness -- how it can be done. I agree -- we do have a high level of community awareness and involvement.

Exactly why we do is not that easy to define -- a great number of factors are involved.

Perhaps, rather than try to define why S'Side is successful in their efforts to foster an aware and involved community, we could examine the association which employs me -- the GSCC -- and how it works toward community awareness.

The GSCC is a voluntary association of business people who work towards the promotion of trade and commerce and is concerned with the improvement of the economic, civic and social welfare of the greater Summerside area.

Most Chambers of Commerce and Boards of Trade share the same basic philosophies.

I became involved with Chamber work eight months ago -- it is my first exposure to association management. Representing 400+ members and getting your work done primarily through a volunteer workforce is certainly challenging! I find I must call on all my resources, contacts and experiences I've collected in my eleven years working on P.E.I. -- to do the good job I want to do for the Chamber.

I am very proud to work for the GSCC and found out very quickly that our Chamber has a very high profile in our community and across the Province.

This is no accident -- that we are so highly visible. It is a conscious effort of the Chamber Executive and staff to maintain a high public profile in the community.

My presentation to you today will serve to make you more aware of our Chamber and some of the things we do.

When next you read in a newspaper that the Greater Summerside Chamber of Commerce is doing this or that -- or you see my photograph, -- you will think, " Oh yes, I remember her from Mill River", and it might be encouragement enough for you to read on-- or stop and listen -- to see what our Chamber is doing or saying on an issue.

One way in which our Chamber involves the community is through its extensive Committee structure.

As a lobby group, we are expected to have informed opinions on almost everything. Consequently, we have committees dealing with almost all aspects of Chamber business and life in our community.

We have approximately twenty active, full-time committees, as well as three or four "ad hoc" committees struck to deal with one-time issues which arise.

Our Committees deal with such diverse areas as:

Industry : where we are watchful of issues relating to industry and how they will affect us; government initiatives to industry; giving feedback to government and making recommendations.

Export Development: Our Export Development Committee deals with issues relating to the Port of Summerside -- where we ship more potatoes from than any other port in North America; promoting public awareness of the importance of exports to our economy; lobbying government for dredging operations, updating wharf facilities, and so on.

There are Committees on Tourism, Education, Community Development, Retail Sales and Transportation -- to name a few.

It is through the volunteers who chair and sit on these Committees that we are able to offer support and guidance, put forth constructive criticisms, and generally lobby all levels of government to make them aware of our community's needs and wants.

Community awareness is not a one-way street.

-- Overhead #2 --

It is an awareness of citizens in the community of what your particular group is doing--be it the Chamber of Commerce or Industrial Commission, or whatever. It is also the fostering of an awareness of the community -- it wants and needs, and its vision for future direction and growth -- which must be put forward to government at all levels. We, as representatives of government and community groups, must be tuned in to our community.

-- Overhead #2 --

Perhaps this overhead can serve to describe this a bit more gradually.

Committee representatives usually have an interest -- professional or personal -- in the issues of the Committee he or she sits on.

We get our Committee poeple from a variety of sources:

-- Believe it or not, people sometimes just offer to sit on a Committee!

-- We may use existing Committee people recruit new members they think would contribute to the Committee, or who have an interest in the issue.

-- Sometimes we go out, go after someone in particular- especially for a Committee which may be able to bring a particular knowledge or expertise needed.

However Committee members are recruited, once someone becomes involved in some form of Committee work -- if they feel what they are doing is important, is contributing, and is really making a difference -- they will often stay.

That's the beauty of living on P.E.I. -- What you do - does make a difference.

By becoming involved in the various organizations in our communities, we can affect major things such as government policy, community economic development, education .... very important issues which, if you were living in our country's larger centres such as Montreal or Toronto -- you would have to be involved and committed for a very long time before you would ever get the feedback and feeling of accomplishment you can get in our Prince Edward Island communities.

How do we promote an awareness of our group's activities?

Well, the mere fact that you are a group, and have deemed it necessary to form as a group, immediately creates an awareness of an issue or objective.

You know -- your committee knows -- their families are usually aware of the group -- and often the fact that the group is meeting is spread to neighbours, friends and co-workers in general conversation.

You already have a base for awareness without really even trying.

What I have described is very basic networking. Networking is something I see working very well in Summerside area.

People who sit on Committees are often on other committees, or have friends who sit on other committees. They socialize and talk -- and very often issues and concerns overlap. For instance, this year's Chamber President is very active in community work: not only is he our Chamber President, but he also sits on the Board of the S.W.D.C., Prince County Hospital, our Industrial Commission and some professional organizations to do with his "real life job".

Quite often an issue will arise at one group which might be pertinent or timely to an initiative the Chamber has taken, or some activity one of our Committees is involved in.

In the eight months I have been working with the Chamber, I have seen a great deal of networking -- which is really nothing more than information exchange for mutual benefit. " You scratch my back and I'll scratch yours" -- but at the organization level.

Another form of community awareness which our Chamber uses extensively is the promotion of awareness to the general community: the housewife, farmer, teacher. We keep them informed of what our group is doing and why, and most importantly how it will affect them.

Again, this is not an accidental occurrence. It is often a well-thought out and structured approach to the media.

Personally, when I began my job with the Chamber, one of the biggest obstacles I had to overcome was my fear of the media. I would run a mile from a photographer! And a reporter ? Well !

Things had to change, of course. A very important part of my job is to ensure our Chamber maintains that high profile that is so important in keeping the community aware of what we are doing- something I have recently discovered and something I am working towards - is the value putting the volunteer up front. Let the volunteer talk about what his or her committee is doing and why; let the volunteer have their photograph in the newspaper; let the volunteer take the credit for a job well-done.

Why would I set this goal for our Chamber? It's not always easy to get a volunteer to pose for newspaper photos and it would be much easier -- now that I've overcome a lot of my personal fear -- to handle all the publicity from the Chamber office.

However, the mileage your group can get out of a volunteer doing these things is far better than what any staff person can.

By having a volunteer's picture in the paper it firstly gives the volunteer positive feedback that what they are doing is important -- after all, it made the papers. As far as community awareness goes, it draws attention to the organization, of course. But more than that, it spreads the publicity impact out into the community.

Suddenly you have friends, neighbours and co-workers saying, " I saw your picture in the paper the other day, Dave ___ something to do with the Chamber of Commerce. Transportation tax, wasn't it?

I am not a Public Relations expert, nor do I pretend to have an in-depth knowledge of the field. However, I have seen what works for our organization and would like to take a few moments to talk about it. You might be able to take home an idea or two for your group.

When I mentioned earlier that we plan our efforts toward community awareness, I really meant that. In some cases, we are very analytical and go so far as to plan out a Publicity Schedule.

The Committee -- Women In Business Committee, for instance -- sits down and discusses what it is we want to get across and plan how we can achieve this through the various routes available to us.

Let's take our Women In Business Committee as an example. Women In Business is a sub-committee of the Chamber's Education Committee, dealing specifically with conducting an annual seminar for women.

While one of the mandates of our Education Committee is to provide educational seminars for our members and "W. I. B. Committee" helps them meet this mandate, "W. I. B. Committee" also has other objectives:

it wants to run a successful conference, cover their costs and, of course, get maximum participants.

Once the date of the Conference has been set, the Committee sets out a Publicity Schedule like this one.

--Overhead #3 --

Working backwards from the date of the Conference a series of press releases, photo sessions, radio & T.V. interviews, even personal appearances by committee members in some cases are used to promote the project.

We use as many different approaches as we can think of: from the preliminary stages, the planning, meeting- right up through to the actual event itself. Often a follow-up press release is done. After the event, using a prize presentation or report as yet another angle.

As you can imagine, a good working relationship with the media is essential. Generally speaking, the media is very supportive of community organizations and happenings.

They do, however, have a job to do and will respond very well if you work with them and realize that, if you want several articles on one project, they do require different angles.

In "W.I.B." we used a general article, the different guest speakers for a couple of articles, another article on the panel presentation, and so on. The media responded by printing everything we gave them. With all of these things going for your organization: committees, networking and the media -- it would not seem a hard task to create a good profile.

But, underlying all of these things is the organization or group itself. How does the group feel about itself and what it is trying to do? A positive outlook is so very important in portraying the strength and confidence of your group.

Every group -- and there are very few exceptions -- has problems. They may have frustrations in dealing with government bureaucracy, or even differences of opinion among your own members.

By focusing on the negative aspect of the group, you drain away the confidence and strength you want to portray. The confidence and strength that is vital to success.

Not that problems should be avoided or overlooked -- but rather, played down. Play up the positive outlook -- it's catching! You will generate interest and enthusiasm in your group and its cause. Successful organizations seem to know how to use this knowledge and make it work for their group.

There may be differences within the group or other problems, but this is seldom in the forefront. What they put forward is their objectives, what they are working towards, their accomplishments.

I had lunch yesterday with a number of media people, some of whom were involved in community groups. I asked what they thought contributed to the sense of community awareness in Summerside.

Roger A'Hearn, who is heavily involved in the WYS Committee, mentioned an interesting point.

He said it is very noticeable to him that, when a Committee meets, everyone is involved--even down to a recent member of the Committee who might not feel that he or she has much to contribute.

He used one of our Trade Fairs as an example -- the guy whose job it was to open and close the doors. As the Chairman conducts the meeting, that person is acknowledged and asked to bring up any concerns he may have about his role in the Committee work, such as when he should open and close the doors; who should be admitted; what if he has to be away from his post, and so on.

A very simplistic example, I know. But I think you can get the point of how this involves that particular member of the team. He goes away thinking that his part in the Committee is an important one. And it is, as is the part of every single Committee member. Volunteers " make it work" for our communities.

That concludes my remarks to you today. I hope you were able to find something in them that was useful.

NOTES OF Amand Arsenault

DIRECTOR DEVELOPMENT PROGRAM

WHAT ARE CO-OPERATIVES?

When many of us here were getting into co-operatives some years ago, we did not probe very deeply into their nature. We just felt instinctively they were needed and were good things to join. Nowadays, in the modern spirit of enquiry, we have been asking ourselves: just what are co-operatives, what is the economic theory that supports them? This examination, I already suggested, is good. Socrates said that an unexamined life was not worth living. In the same way, an unexamined in-overment is not worth following.

Anyway, let me explain how I see co-operatives, how I think we should understand them. This is my theory: co-operatives are organizations that try to combine the best features of two opposing worlds. In other words, a co-operative is never one simple element, but a compound of different elements, and this is why they sometimes seem to be working with a sort of split personality.

Thus, a co-operative tries to respect the personal freedom of the individual and at the same time protect the interests of the whole group, the members; it combines the best features of individualism and collectivism, and it is sometimes torn between allegiance to the two at once. But it still strives to unite the two forces in one organization.

Again, some think of co-operatives as private enterprise, while others consider them more in the nature of public or socialist enterprise. The truth is, they are both, having some features that are private and others that make them resemble the public sector. For example, open membership is a feature akin to public enterprises, and yet the co-operative is surely privately owned by those who are the members.

Similarly, the economist looks at co-operatives and he cannot understand them as economic theory, and for good reasons: they are not merely economic but social organizations as well. They are a dualism of business enterprise and a social movement, two things in one, and sometimes two things that are difficult to re-concile, as every co-operative manager knows.

Co-operatives, therefore, must be viewed as a sort of happy medium, a half-way house between two warring worlds. Once upon a time we used to refer to co-operatives as "the middle way," a term which quite properly tried to project this idea of a dual nature and a dual purpose.

Last spring on a tour of Latin America, I attended a number of meetings of co-operatives, and many times I heard the expression "ni capitalismo, ni communisto" ...neither one nor the other, but something in between, and decidedly different.

It is only when we view them in this way, as hybrid organizations, that we can understand the meaning of co-operatives and explain them to others, Some may challenge you: Why don't your co-operatives do such and such a thing? Why don't they act as other business? The answer, of course, is that they are different, they are put together for a different reason and with a different end in view.

For example, in Canada we are constantly at pains to explain membership in a housing co-operative. We are asked: Is it home ownership? and we say no, not exactely. Then is it rental housing? and we say no, it is not renting in the conventional sense, for a co-operative housing member does not pay rent to a landlord. Then what is it? and we say it is co-operative tenure, neither freehold nor leasehold, but a hybrid, a cross-fertilization of the two, resulting in something unique and better, we trust, than either, And we call it co-operative.

Here again I would emphasize that, in order to justify their own unique place, co-operatives must not take a posture that puts them in the role of apologists for capitalism, but instead must present themselves as genuine alternatives to capitalism, especially capitalism in its more exploitive forms.

It is this view of co-operatives that provides us with an answer when someone asks: What have you to offer to the problems of the world and society today? We can reply: We have something different -- business enterprise linked with social purpose; business open to all citizens, yet separate from the bureaucracy of government; idealism yes, but idealism that comes down from the clouds and wrestles with the realities of life, whether credit, food, housing, insurance -- what have you.

It is this distinct identity that provides the justification for co-operatives in today's world and should provide all of us with the dedication to go forward in whatever activity of co-operative endeavour we happen to be engaged.

From: Dr. Alexander F. Laidlaw, The Future of the Co-operative Movement, an address at graduation ceremonies of Rochdale Instituet, New York, January 17, 1972.

HONOURABLE JOSEPH A. GHIZ, Q.C.
Premier, and President of the Executive Council

TEXT OF A SPEECH

BY

HON. JOSEPH GHIZ

PREMIER OF PRINCE EDWARD ISLAND

TO

A CONFERENCE ON COMMUNITY ECONOMIC DEVELOPMENT

AT
RODD"S MILL RIVER RESORT
ON
SATURDAY, OCTOBER 22, 1988

Only a few short years ago the idea or thought of such a conference as this would have been quite unlikely: the actual holding of such a conference would have been very unlikely.

I find it most encouraging to see community thinkers and workers assembled together in order to trade ideas, concepts and experience in what is perhaps the single most important work there is in this province - Community Economic Development.

In considering your topic "Making It Work", it may be useful to turn briefly to findings of the Newfoundland Royal Commission on Employment and Unemployment which reported to the Newfoundland Government two years ago. The Commission had this to say:

" The Commission recommends that we look beyond both our romanticized past and our lost industrial dreams to move consciously and positively into the coming post-industrial age. In this era it will be unnecessary to centralize populations for large-scale manufacturing enterprises, because modern electronics, computerization, transportation and communication systems, new industrial technologies and the rapid growth of the service sector will all render centralization redundant ..."

These are essentially the same issues with which we, in Prince Edward Island, must deal. And there are essentially the same opportunities open to us on this Island.

As we all know so well, Atlantic Canada has had a long, and often troubled, history of development efforts - efforts geared to overcome structural, resource, and geographical circumstances in an ever changing national and international economic climate.

To date our efforts to promote and develop a stronger and more stable economy in the region have, at best, enjoyed mixed success. A succession of Royal Commissions, economic studies, provincial and federal departments of government, special programs and special funding arrangements have littered the Atlantic landscape over the past thirty years or so. And yet we still struggle for workable answers to this most persistent need.

In very recent years, however, there seems to be emerging from the economic gloom a consensus of opinion on what has not worked and why not, and, more importantly, what might work if properly developed, financed and delivered.

For generations, many of our political and community leaders looked for and promoted big answers to questions of social and economic development in the Atlantic Region. From the Gordon Commission's recommendation to massively move people out of the region, to the creation of growth centers,

to the enticement of large industrial development firms into our region, the propositions have been advanced. Some were tried, some abandoned, but they all had one thing in common - they were fundamentally unable to meet the cultural and economic aspirations of most Atlantic Canadians.

We are, you know, not Central Canadians, nor are we New Englanders. In fact, Islanders are not Nova Scotians or New Brunswickers. Each of the Provinces in the Atlantic Region is unique and each needs unique and special answers to its needs.

I believe one of the answers to why Atlantic Canadians have been unable to achieve equality of opportunity can be found in the way economic development has been viewed from within the traditional political framework of the country.

Historically, the people of the Atlantic Region have not felt any sense of ownership in the vast majority of programs designed to provide economic opportunity. Far too often federal solutions have been conceived by the Central Government and its bureaucracy without reference to the people and the peculiar nature of the Atlantic Region. In short, they were imposed on us from away.

Provincial governments have often been little better prepared to respond to local needs and wishes.

The result of this process has been the creation of conditions that have encouraged dependency instead of a sense of responsibility for success of failure ....

However, as I said a moment ago, over the past few years a new understanding of who we are and what we want to be has emerged in Atlantic Canada. Recent academic studies such as the Royal Commission on Employment and Unemployment in Newfoundland, along with an emerging entrepreneurship at the community level and, may I say, a better understanding on the part of governments, have all contributed to a growing body of knowledge about appropriate economic development methods for Atlantic Canada.

Some observers of our economic climate have suggested that our region suffers from being on the periphery of development in the country and as such cannot, nor ever will, compete with the central region for the same kind and type of economic activity. Indeed, trying to keep up with the Jones' of Central Canada in terms of the type of economic activity has, in part, resulted in a significant waste of time, effort and resources.

In simple terms, we are not like Central Canada in the available resources, in our cultural background, in proximaty to markets and in our

patterns of development. Realizing that, we can move on to establish an economy best suited to our circumstances and our people.

In addition it is now widely recognized throughout the developed world that the great majority of new jobs being created are in the small business and service sectors of the economy.

These have seemed to be hard lessons for us to learn and difficult concepts for us to develop and promote. Many people are still tempted by the big project, the foreign or Upper Canadian company with hundreds of jobs. Some politicians, community leaders and members of the media still find the large project much more attuned to their needs than the smaller, less glamorous undertaking. Governments and political leaders would find it very difficult to justify the flashy press conferences with press releases, demographic information, job creation statistics and so on to announce the creation of two new jobs in the Town of Kensington.

So the temptations remain to look for and announce the coming of a large industrial branch plant of a foreign firm, attendant with subsidies, rather than spending the unglamorous time and effort to help develop local, small, community based economic opportunities - opportunities tied to our resource base, our culture and our demographic patterns.

Donald Savoie sums up the essence of this approach to economic development as follows:

"In the end, however, it is Atlantic Canadians themselves who will have to provide the energy, the skills and the imagination to conceive and organize economic activity if the region is to prosper."

For this reason it is particularly encouraging to see a group such as yours - coming together - sharing the experience of both successes and failures. This is where the real community development action is.

For effective community development to take place, government support is but a part of the total process. Bottom-up development needs ideas and initiatives to come from the grass-roots, from community leadership and from individuals with a determination to carve out a place in the local economy or community. Governments can and should encourage and assist, but only when that encouragement and assistance has been identified as being wanted and needed.

Sometimes this is a hard role for us in Government to accept and it is often equally hard for individuals and communities accustomed to top-down government intervention to understand and accept. And under the very best of

conditions, it is a slow, unglamorous process yielding small but steady gains on almost each and every occasion.

However, I am convinced that it is the best possible approach that we in this region of the country can take.

The worker-owned co-op producing potato chips, the very first such activity in Prince Edward Island; the fishing net manufacturer in King's County; the machine shop and fabrication business in Prince County; the computer component manufacturing and assembly business in Queen's County; the Island youth in West Prince who identified a business opportunity in computer training and consulting service to small business and institutions, and is now providing a needed service in rural P.E.I. - these are the building blocks for the future. Unheralded, often unannounced, but providing real work, meaningful work, at the local, community level.

There is an enormous variety in the jobs I'm talking about ... raising pheasants for market in Bellevue ... making key tags in Crossroads ... making cheese in Winsloe ... processing hay in Rusticoville ... and chemicals in New Glasgow.

In Mill River, Islanders are processing poultry ... in Chelton they are fabricating metal... and in Lennox Island they are harvesting peat moss. Down in Kings County, Pearly Moore is making cabinets... in New Perth, David MacKinnon makes autoparts ... and down in Red Point, Tony Gregory has expanded his boat repair business.

Anyone who doubts the entrepreneurial ability of Islanders simply hasn't had a look at the scores of small industries working away in every town, village and hamlet across our Province creating jobs for themselves and other Islanders.

I believe, and I know you believe, that for this approach to our economic, social and community development to be successful, there is required a broad understanding of the nature of the approach, its inherent slowness and its lack of glamour. However, we must also appreciate significant advantages: the local initiative and commitment, the response to local resources and needs, and the inherent diversity of this approach to economic development.

These are attributes that fit in well with our history, our culture and our geographic circumstances - these are inherent strengths which we all must appreciate and understand.

Mr. Chairman, as politicians, as community workers and community leaders, our responsibility is to help Islanders adjust to change and to take full advantage of our strengths and opportunities. I look forward to working with all of you in the coming months and years in this most important endeavour.

Conference in works

MILL RIVER — P.E.I. Industry Minister Leonce Bernard Friday announced plans for the first provincial conference on community economic development.

Leonce Bernard
...conference

Over 100 participants from communities throughout the Island will attend this conference Oct. 21-22 at the Rodd's Mill River Resort. The theme of the conference is 'Making it Work'.

Mr. Bernard described the purpose of the conference as providing community workers the opportunity to share success stories relating to community development and to discuss ideas on 'Making it Work'.

"Participants may look forward to an interesting conference," said the minister. "The agenda will focus on community economic development. Among the topics will be: creating community awareness: the cooperative way and tourism and community economic development."

PLANS CONTINUE FOR CONFERENCE
ON COMMUNITY ECONOMIC DEVELOPMENT

Audrey Callaghan, President of the West Prince Advisory Board announced today that plans for the Provincial Conference on Community Economic Development scheduled for October 21st and 22nd at Rodd's Mill River Resort are progressing well.

The Conference, sponsored by all Advisory Boards across P.E.I. in cooperation with Department of Industry, will focus on the theme "MAKING IT WORK"

"On behalf of our Board Members, I welcome Conference Participants to West Prince" said Mrs. Callaghan. "We are pleased to be the host for this Island-wide Conference and hope it will provide participants the opportunity to share what is happening in their own communities and go back with a renewed determination of "MAKING IT WORK"

CAROL Livingstone, LEFT, Audrey Callaghan, president of the West Prince Advisory Board, and board secretary Valerie Strang, RIGHT, look over some of the material in preparation for the upcoming Community Economic Development Conference to be held Friday and Saturday at the Rodd Mill River Resort. Mrs. Livingstone is president of the West Point Development Corp., which has developed the West Point Lighthouse project. (17-10-88-21-13)

THE FIRST provincial conference on community economic development will be held at Rodd's Mill River Resort Oct. 21-22 with over 100 participants from communities from all over the Island. The theme is 'Making It Work.' The purpose of the conference is to provide community workers with the opportunity to share success stories relating community development. The c is being sponsored by all advi board across P.E.I., and two o participants will be Simon H and Claudette Arsenault of the E geline Advisory Board, sh looking over the agenda for the ference. (18-10-88-40A-2)

Community development leaders meeting

By RICHARD WIGHTMAN

MILL RIVER — A conference on community economic development entitled Making It Work started Friday evening at the Rodd Mill River Resort with an address by Transportation Minister Robert Morrissey.

The conference is sponsored by the different advisory boards on the Island in co-operation with the Department of Industry. The minister said advisory boards have an important role in advising government of the appropriateness of its policies directed at serving the community and by actually promoting their own individual initiatives targeted towards community needs.

Mr. Morrissey is a former member and chairman of the West Prince Regional Advisory Board. He said the first-hand feedback from the advisory boards to government is very important in finding out how well existing government policy is meeting the needs of the residents of the area.

OFFERS MESSAGE

The minister said the present chairperson of the West Prince Advisory Board, Audrey Callaghan, gives a "message loud and clear" on the needs of the West Prince area. He said such groups provide invaluable information about the usefullness of various development projects in their regions. This allows government to make better decisions in providing various forms of assistance, he said.

These groups also sponsor many projects to meet community needs in their own right, the minister pointed out.

Mr. Morrissey noted such projects as the West Point Lighthouse and the West Prince Housing Project as good examples of development by community groups. He said government is prepared to put its resources behind such community groups.

He noted that such economic groups have board members that give freely of their time in an effort to improve the places where they work and live. He said he sees this conference as a great chance for those people to come together and learn from others interested in community economic development.

CO-OPERATION IMPORTANT

sees both government and community groups working together," said Mr. Morrissey.

Conference members were given an overview of some of the work volunteer economic development boards are doing across the province when representatives from the different areas gave a summary of what they are doing in their areas.

EASTERN KINGS Community Advisory Board chairman Ellis Ash takes a moment with regional services centre director Eleanor McCloskey to review final touches for this week's conference on Community Economic Development. Inspired and supported by Industry Minister Leonce Bernard, the conference's hands-on organization was carried out through weeks of work on the regional level. (17-10-88-X-15)

P.E.I. advisory boards stepping into new roles

SOURIS — As sponsors of P.E.I.'s first conference on community economic development this month, Island community advisory boards stepped into their new role as promoters of economic expansion on the area level.

Inspired by provincial Industry Minister Leonce Bernard, who is redefining community advisory boards in a new and more productive capacity, the two-day conference (Oct. 21-22) at Mill River will explore structures for successful development in small communities.

A variety of seminars will focus on the individuality of Island districts, and the importance of development responsive to these regional difference. Eastern Kings Advisory Board chairman Ellis Ash said the conference's 'Making it Work' theme will demonstrate the necessity of uniting theory with practice for successful local development.

The provincial Department of Industry is footing the bill for the conference at Rodd's Mill River resort, hosting 100 representatives from the five Island advisory board districts. Mr. Ash said he sees this as an extremely positive gesture on government's part, indicating solid support for Mr. Bernard's thrust towards local economic development, and his creation of the expanded role advisory boards will play.

Conference participants were selected by their regional advisory boards to represent a cross section of service and community organizations. In Eastern Kings (EK) these include representatives from the Souris Industrial Commission, the EK Tourism Association, EK Arts Council and St. Peters Development Corporation.

Also attending are representatives of Souris Town Council, the Santa Clause Parade Committee, Spry Point Ark Cooperative, Morell Village Commission, EK Advisory Board and a fishermen's representative.

Attend Community Economic Development Conference

Transportation Minister Robert Morrissey (second from left) chats with delegates attending the community economic development conference held at Rodd's Mill River Resort this past weekend. Members include (from left), Bill Buell (conference chairman) and West Prince delegates Audrey Callaghan (chairman of the West Prince Community Advisory board, one of the five co-sponsoring groups), Carol Livingstone (presentor of a session on tourism and community economic development) and Alvin Yeo (member of the West Prince Advisory Board and a seminar leader. The conference attracted approximately 100 delegates. It was sponsored by the province's five community advisory boards, in conjunction with the Department of Industry.

(McCarthy)

PREMIER SPEAKS

'The big things' won't work on P.E.I.

BY RICHARD WIGHTMAN

MILL RIVER — Premier Joe Ghiz gave the closing address to the weekend Community Economic Development conference here on the advantages of small scale economic development.

He refered to findings of the Newfoundland Royal Commission on employment and unemployment that recommended it is unnecessary to centralize populations for large-cale manufacturing enterprises in his coming post-industrial age.

The report from Newfoundland stated because of modern electronics, computerization, transportation and communications systems, new industrial technologies and the rapid growth of the service sector, the centralization idea is redundant.

The premier said this holds true for P.E.I. He said there has been a succession of royal commissions studing the problems of economic development in the region with little to show for it.

"In recent years there seems to be emerging from the economic gloom a consensus of opinion on what has not worked and why not," said the premier, "and what might work if properly developed, financed and delivered".

NO SENSE OF OWNERSHIP

He said the people of the Atlantic region have not felt any sense of ownership in the vast majority of programs designed to provide economic opportunity. These solutions imposed on us from away and have not worked.

"The result os this process has been the creation of conditions that have encouraged dependency instead of a sense of responsibility for success or failure," said Premier Ghiz.

He said the region cannot, nor ever will, compete with the central region for the same king and type of economic activity. Such economic activity has resulted in a significant waste of time, effort and resources.

"The big things will not work on P.E.I.," said the premier. "Realizing that, we can move on to establish an economy best suited to our circumstances and our people."

He said many people are still tempted by the big project with hundreds of job and some politicians, community leaders and members of the media still find the large project much more attuned to their needs than the smaller, less glamorous undertaking.

"Governments and political leaders would find it very difficult to justify the flashy press conferences with press releases, demographic information, job creation statistics and so on to announce the creation of the two new jobs in the town of Kensington," said the premier.

LOCAL OPPORTUNITY

Premier Ghiz said the time and effort should be put in to help develop local, small, community based economic opportunities. He said these opportunities should be tied to our resource base, our culture and our demographic patterns.

He said that in the end it is Atlantic Canadians who will have to provide the energy, the skills and the imagination to conceive and organize economic activity if the region is to prosper. He said the Community Economic Development conference at Mill River was bringing together the people that could make this work.

"This is where the real community development action is. Governments can and should encourage and assist, but only when that encouragement and assistance has been identified as being wanted and needed."

He said under the very best of conditions this is a slow unglamorous process yielding small be steady gains on almost each and every occasion. The premier said he was convinced that such an approach is the best one to follow in this region of the country.

Premier Ghiz cited a number of examples across the province. He said these are unhearalded and often unannounced but they provide real work at the local community level.

"Anyone who doubts the entrepreneurial ability of Islanders simply hasn't had a look at the scores of small industries working away in every town, village and hamlet across our province creating jobs of themselves and other Islanders," said the premier.

He said this approach has advantages with local initiative and commitment the response to local resources and needs and in the inherent diversity of this approach to economic development. He told the conference delegates that their responsibility is to help these individuals take advantage of these opportunities.

Ghiz Discusses Economic Development

Premier Joe Ghiz discusses community economic development with Simon Hashie, president of the Evangeline Community Advisory Board and Audrey Callaghan, chairman of the West Prince Community Advisory Baord. Ghiz was guest speaker at the closing dinner of the Community Economic Development Conference held at Rodd's Mill River Resort Friday and Saturday. The conference was sponsored by the province's five regional advisory boards and the Department of Industry. Ghiz praised the close to 100 delegates from volunteer organizations across the province for the interest they have shown, and are showing in the economic development of their communities and province.

(McCarthy)

Developing Local Jobs Key To Better Community Economy

By Eric McCarthy
(J-P Staff Writer)

MILL RIVER — Focusing more attention on developing local, small, coummunity based economic opportunites which are related to P.E.I.'s resources base, culture and demographic patterns is the key to community economic development on P.E.I. Premier Joe Ghiz had that message for delegates attending a Community Economic Development Conference at Mill River, Saturday.

Ghiz told the close to 100 delegates from volunteer organizations all over the province that made on P.E.I. projects are what will help promote economic development in Island communities the most.

The theme of the two-day conference, sponsored by the five Community Advisory Boards in the province, in conjunction with the Department of Industry, was "Making it Work" but Ghiz contributed almost as much time during the closing dinner discussing what doesn't work.

All too often, he said, federal solutions to economic problems in Atlantic Canada have been conceived by the federal government and its bureaucracy, "without reference to the people and the peculiar nature of the Atlantic region. In short, they were imposed on us from away."

The provincial governments, Ghiz admitted, have often been little better prepared to respond to local needs and wishes.

ENCOURAGES DEPENDENCE

The result of such a pattern, he suggested, has been the creation of conditions that have "encouraged dependence instead of a sense of responsiblity for success or failure."

The premier told the delegates that "the big fix won't work on P.E.I." He said it is widely known throughout the developed world that the great majority of new jobs being created are in the small business and service sectors of the economy. He said that is the route P.E.I. must take in economic development.

Unfortuantely, he admitted, some politicians, community leaders and members of the media still find the large project "much more attuned to their needs than the smaller, less glamorous undertaking."

As an example, he said governments and political leaders would find it very difficult to justify flashy press conferences with press releases, demographic information, job creation statistics, etc., to announce the creation of two new jobs in Kensington.

The temptations remain, he said, to look for and announce the coming of a large industrial plant of a foreign firm "rather than spending the unglamorous time and effort to help develop local, small, community based economic opportunites.

Effective community development, the premier insisted, requires ideas and initiatives from the grass roots from community leadership and from individuals with a determination to carve out a place in the local economy or community. He described that type of process as "bottom-up development" and admitted individuals and communities accustomed to top-down government intervention, to understand and accept.

Governments can and should encourage and assist, he said, but only when that encouragement and assistance has been identified as being wanted and needed. Government, he said, sometimes find that role hard to accept too, but added he is convinced it is the best possible approach the Atlantic region, and particularly P.E.I. can take.

AGREES WITH ECONOMIST

Premier Ghiz said he could not agree more with economist, Donald Savoie, who said "in the end, however, it is Atlantic Canadians themselves who will have to provide the energy, the skills and the imagination to conceive and organize econonmic activity if the region is to prosper."

A number of small projects across the province were singled out by the Premier as examples of community economic development occuring from seemingly small initiatives. "Unhearlded, often unannounced, but providing real work, meaningful work, at the local community level."

"Anyone who doubts the entrepreneurial ability of Islanders simply hasn't had a look at the scores of small industries working away in every town, village and hamlet across our province, creating jobs for themselves and other Islanders" commented the Premier.

He said local initiative and commitment and the response to local resources and needs are the attributes that fit well with P.E.I.'s history, culture and geographic circumstances.

The guest speaker told the community development representative at the conference's closing dinner that it is encouraging to see such a group coming together to share the experience of successes and failures.

"This is where the real community development action is."

Community economic development, he told the delegates, is perhaps the most important work there is on P.E.I.

La conférence économique, iniative du ministre Léonce Bernard

Par Jacinthe Laforest

La première conférence provinciale sur le développement économique, ayant pour thème "travaillons ensemble" (Making it Work) était une initiative du ministère de l'Industrie et de son ministre, M. Léonce Bernard.

La conférence était parrainée conjointement par les conseils consultatifs des Centres de services régionaux et le ministère de l'Industrie. C'était la première fois que les conseils consultatifs régionaux échangeaient de la sorte, en une rencontre provinciale.

Selon M. Léonce Bernard, le but de la conférence était de stimuler les chefs des communautés, en leur permettant d'échanger, d'acquérir de nouvelles idées pour qu'à leur tour, ils communiquent ces nouvelles connaissances et les mettent en pratique dans leur communauté.

M. Bernard s'est dit heureux de voir qu'un aussi grand nombre de groupes communautaires étaient représentés et de constater aussi que les groupes avaient délégué des personnes qui ont un pouvoir de décision au sein de leur organisation.

"Je crois fermement dans le développement rural communautaire," a-t-il dit. M. Bernard croit que tout s'accomplit à partir de la base. Il a expliqué en entrevue que les meilleurs programmes gouvernementaux d'aide financière ne peuvent développer les communautés si celles-ci ne mettent pas de projets de l'avant.

La plupart des conférenciers et chefs d'ateliers étaient des insulaires et en choisissant ces personnes, les organisateurs de la conférence voulaient démontrer que la province recelait des experts dans plusieurs domaines.

M. Bernard est cependant d'avis qu'il est bon et même crucial d'avoir des invités d'ailleurs, comme M. Martin Lowe de Terre-Neuve, superviseur de Développement régional de cette province qui a décrit l'évolution et le fonctionnement des associations de développement régional. M. Bernard a dit que ça "élargit l'esprit de la communauté".

M. Léonce Bernard arrive justement de la France où il a rencontré des experts dans plusieurs domaines, et spécialement dans le domaine de la coopération.

Il a aussi profité de son séjour dans la capitale française pour visiter un salon international consacré à l'alimentation. Il dit que quand on veut exporter des produits et s'accaparer les marchés internationaux, il faut savoir ce que les autres pays veulent obtenir.

En ce qui concerne la tenue d'une deuxième conférence provinciale sur le développement économique, M. Bernard a dit que la demande devra venir des groupes communautaires. "Je ne suis pas intéressé à subventionner des conférences, si les gens n'en veulent pas", a-t-il ajouté.

M. Amand Arsenault

Les coopératives:

par les gens et pour les gens

Par Jacinthe Laforest

"Une coopérative voit le jour lorsqu'un besoin se fait sentir dans la communauté. Des gens se réunissent alors pour discuter des moyens à leur disposition pour répondre à ce besoin. Ils forment une coopérative."

C'est ce qu'expliquait M. Amand Arsenault, président du Conseil de la coopération de l'Ile-du-Prince-Edouard, lors de la première conférence économique provinciale à Mill River en fin de semaine dernière.

M. Arsenault a décrit le fonctionnement d'une coopérative en se basant sur une forme pyramidale, dont la pointe serait en bas. A la partie la plus large, c'est-à-dire en haut, on retrouve les membres et la communauté. Un peu plus bas, on retrouve le bureau de direction. Il y a ensuite les employés et finalement, le gérant ou le directeur général. Cependant, M. Arsenault a souligné que contrairement à une entreprise ordinaire où les profits reviennent au propriétaire, les profits d'une coopérative, s'il y en a, s'en vont vers les membres et profitent donc à la communauté en général.

Un autre avantage des coopératives serait, selon M. Arsenault, que les gens ont un contrôle régional sur leur entreprise, alors que bien souvent, les grandes entreprises ont leur siège social en Ontario ou en Colombie-Britannique. Les coopératives assurent à la population un contrôle sur l'avenir de leur communauté.

M. Arsenault a également souligné le fait que les communautés possèdent bien souvent toutes les ressources dont elles ont besoin pour leur propre développement. Les gens eux-mêmes sont importants: "Il y a un tas de spécialistes aux alentours,a-t-il ajouté, des avocats, des comptables, des fermiers".

Il a aussi mentionné que les coopératives jouent un rôle de formation dans le sens où ces travailleurs qui siègent au bureau de direction apprennent le fonctionnement d'une réunion et le processus de prise de décision. Ils développent aussi leurs qualités de leaders qu'ils mettent ensuite au service d'autres organisations communautaires.

Quelques-uns des membres de l'assistance semblaient s'inquiéter à propos de la relation qui existe entre l'entreprise privée et les coopératives. D'autres se sont renseignés sur la coopérative funéraire. Et là encore, M. Arsenault a dit que ça dépend de l'intérêt de la communauté.

M. Amand Arsenault a conclu en disant que les coopératives sont une option, une alternative très valable, à d'autres formes d'entreprises, mais il ne garantit pas que ce sera toujours la meilleure option dans toutes les situations.

En plus de cette présentation sur les coopératives, les participants à la conférence ont pu choisir parmi plusieurs sujets d'atelier, soit le tourisme et le développement économique; comment sensibiliser la population; l'importance de connaître sa communauté; les structures qui favorisent le développement économique; et le développement d'une stratégie.

Agree Community Groups Play Activ Role In Economic Development

By Eric McCarthy
(J-P Staff Writer)

MILL RIVER 1 — Active community groups play an important role in community economic development on Prince Edward Island. Provincial Transportation and Public Works Minister Robert Morrissey had that message for delegates attending the opening seession of a two-day community economic development conference at Rodd's Mill River Resort Friday night.

But it is not as if that message was something new to any of the delegates. Most of the approximately 200 people at the opening session were invited guests, having received their invitation based on their involvement in community economic development efforts. In fact, other speakers during the evening echoed or expanded on Morrissey's remarks.

Morrissey said Islanders are active community people and give freely of their time and efforts to improve the places where they work and live. The benefit of such a conference, which brings together people with common concerns and interests, he said, is that each delegate has something to offer and something to learn from others. "The success of one region's activity," he emphasized, "represents opportunity for another."

Morrissey said the most successful economic community development involves government and community groups working together.

FIRST CONFERENCE

The Community Economic Development Conference is the first provincial one of its kind offered in P.E.I., although a similar one was held for community peoople in the Eastern Kings region 10 years ago.

This year's conference is co-sponsored by the Island's five regional community advisory boards, in conjuction with the provincial Department of Industry.

Each board invited at least 20 people from their own area who have demonstrated leadership in community economic development through the organizations they represent.

GIVE PRESENTATIONS

A representative from each area gave a brief sketch to delegates of how community economic development has been working for them. They had no trouble making their presentation relate to the conference theme and "making it work".

Ed Deveau, chairman of Eastern Kings Advisory Board, told of "considerable economic growth in that area" since people in 1978 "decided to take their future into their own hands." That's when the Eastern Kings Community Advisory Board hosted a regional development seminar which he described as a forerunner to the provincial conference.

Deveau said that seminar pointed to a need for a specific organization to address ,community economic deveopment, thus the Souris and Area Industrial Commission was born. And since that time many valuable community projects have been established. These include Colville Estates Ltd., a community housing organziation with assests of over half a million dollars, and the Souris Industrial Park with 10 new businesses, including a 28-unit motel.

HOUSING PROJECTS

Audrey Callaghan, chairman of the West Prince Community Advisory Board, said a home repair project for low income families was one of the first endeavors undertaken by that organization since its inception in 1972. She said it meant families could have adequate housing, board members could contribute their volunteer efforts and government could fund a good project. Such tri-party effort, she said, "would soon become a model for future projects to follow — a forumla to make it work."

Callaghan said making it work in West Prince involves an necessity of organizations working together. The West Prince Industrial Commission, for instance was born out of the efforts of the areas of the three large municipalities and has assisted in the creation of many valuable projects.

Organizations such as West Prince Chamber of Commerce, West Prince Ventures, West Prince Community Futures and West Prince Arts Council have played and still are playing a major role in the continued development of West Prince. The one key element in community economic development though, is "people like all of us here" she said.

SOUTHERN KINGS,
Kevin Doucette, past
Southern Kings and Que
Board, and Albert Ro
manager of the Three I
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tively and successfully promoting tourism in the area. There were 37 new jobs formed last year through the self incentive program...

Roche said the area at one time was not community development oriented but that has all changed. He added that Southern Kings and Queens will probably gain the most out of the weekend conference.

EVANGELINE AREA

Alcide Bernard, chairman of the Evangeline Advisory Board, said his area has seen major new initiatives in the past years, such as the Olde Barrel Potato Chip Plant, Co-operative P'Tits Acadiens, Foresty Co-op, Funeral Co-op, Cable TV Co-Op and Housing Co-op. Success, he said, has followed careful planning and true economic development. He credited many achievements to the industrial plan, prepared by the area Indsutrial Commission, as well as to the area's strong co-operative movement.

FOCUS ON TOURISM

Summerside town councillor Jo-Anne Schurman illustrated how Summerside is focusing on tourism as a basis for economic development. She said the town is becoming known as the sports hosting capital of Atlantic Canada and since 1983 over seven million dollars in community development has been realized as a result of hosting various events. By 1990, on the heels of hosting the World Junior Softball Championships and three Canadian champhionships, the town expects to realize another three million dollars in economic growth. Such efforts, she said, have not only created economic growth for businesses but have also provided meaningful employment. And "a legacy of facilities that can be and will be used by you and me for many years to come."

PREMIER TO SPEAK

Various presentations on economic development will be made today, culminating with an address to the delegates at this evening's closing dinner by Premier Joe Ghiz.

INVITED PARTICIPANTS

EVANGELINE REGION

NAME	ORGANIZATION
Alcide Bernard	Evangeline Services Centre Advisory Board
Simon Hashie	Evangeline Services Centre Advisory Board
Marcel Bernard	Evangeline Services Centre Advisory Board
Wilfred Arsenault	Evangeline Services Centre Advisory Board
Elise Gallant	Association des acadiennes de la région Evangéline
Alvina Bernard	Association des acadiennes de la région Evangéline
Marc Bolduc	Secretary of State
Rita Arsenault	Comité des acadiens de la région Evangéline
Sandra Arsenault	Comité des acadiens de la région Evangéline
Edgar Arsenault	Jeunesse Acadienne
Paul Gallant	Développement de coopération International
Claudette Gallant	Conseil des Arts
Simon Arsenault	Community of Wellington
Wendell Gallant	Community of Abram Village
Norman Arsenault	Community of Abram Village
Ernest Gallant	Baie Acadienne Industrial Commission
Lionel Arsenault	Baie Acadienne Industrial Commission
Jeannita Bernard	Conseil des Arts
Daniel Bourgeois	Société Saint-Thomas d'Aquin
Norman Gallant	Evangeline Services Centre Advisory Board

INVITED PARTICIPANTS

EASTERN KINGS

NAME	ORGANIZATION
James Hughes	Colville Estates
Johnny Flynn	Souris Area Ind. Commission
Bruce Matheson	St. Peters Development Corp.
Ed Deveau	Advisory Board
Betty McGuire	Advisory Board
Carolyn Ash	E. K. Arts Council
Ellis Ash	Advisory Board
Carol Carter	Christmas Parade Commission
Darlene Peters	Community Futures
Marlene Jenkins	Spry Pt. Ark Co-op
Ethel Campbell	Advisory Board
Jean Carter	Advisory Board
Peter MacAdam	Morell Village Commission
Sharon Rose	E. K. Tourism Commission
Kumari Campbell	E. K. Tourism Commission
Sheila Eastman	E. K. Tourism Commission
Susan Hammond-Bruce	E. K. Arts Council
Ed Gauthier	Fishermens Association
Doug Corkum	Souris Area Industrial Commission
Gary MacInnis	St. Peters Development Corporation

EAST PRINCE REGION

NAME	ORGANIZATION
Joanne Schurman	Town of Summerside
Eleanor Richard	Town of Borden
Clair Duffy	Kinkora C.I.C.
Clara Duffy	Kinkora C.I.C.
John Myers	Carleton C.I.C.
John MacIsaac	Village of St. Eleanors
Leslie Smith	Kinkora Area Business Commission
Jack Balcom	Summerside and Area Industrial Comm.
Shirley Balcom	Village of Wilmot
Birt MacKinnon	Greater Summerside Chamber of Commerce

INVITED PARTICIPANTS

EAST PRINCE REGION

continued

NAME	ORGANIZATION
Valerie Payn	Greater Summerside Chamber of Commerce
Lorne Driscoll	Summerside Waterfront Development Co-operation
Gerald McCarville	Town of Kensington
Mrs. Justin McLellan	Malpeque Bay C.I.C.

WEST PRINCE REGION

NAME	ORGANIZATION
Carol Livingstone	West Point Development Corporation
Greg McKee	West Prince Arts Council
Marilyn McRae	Community Futures
Darlene Peters	Community Futures
Elmer Arsenault	Community of Tignish
Dave Blackador	Community Futures
Audrey Callaghan	West Prince Advisory Board
Wayne Gallant	Community of Miminigash
Ronnie Gamble	Prince County Exhibition
Ida Gaudet	West Prince Advisory Board
Shirley Murphy	Unit 1 School Board
Nan Kernaghan	West Prince Tourist Association
John Lane	West Prince Chamber of Commerce
Hector MacLeod	Town of Alberton
Boyd McWilliams	West Prince Advisory Board
Marilyn Montgomery	West Prince Industrial Commission
Keith Paugh	West Prince Ventures
Hilda Smallman	Community of O'Leary
Valerie Strang	West Prince Advisory Board
Ron Turner	West Prince Industrial Commission
Alvin Yeo	Co-op - Credit Unions

INVITED PARTICIPANTS

SOUTHERN KINGS & QUEENS

NAME	ORGANIZATION
Aubrey Cantelo	Brudenell C. I. C.
Tommy MacLeod	Montague Lions Club
Kevin Gotell	Town of Georgetown
Philip McInnis	Eastern Ventures
Nancy Arsenault	Food Bank
Billy Johnston	Valleyfield C. I. C.
Jock Beck	Town of Montague
Albert Roche	Three Rivers Industrial Commission
Barrie Harris	Eastern Advisory Council
Gordon MacKenzie	Lower Montague C. I. C.
John Dunphy	Community Advisory Board
Wolfe Hahndorff	Wood Islands Food Co-op
Noel Wilson	Village of Cardigan and Lions Club Member
Eliza Gillis	Community Advisory Board & Womens Institute
Peter Doucette	Advisory Board & Lions Member
John Arsenault	Credit Union
Vivian Aho	Garden of the Gulf Museum
Hugh Warburton	Wood Islands Farmers Market

EVALUATION SUMMARY

The first annual Community Development Conference (Oct 21-22/88) was attended by 119 registered delegates across the Province. To the evaluation questionnaire, there were 75 respondents or 63%.

The opinions of respondents were quite consistent from Region to Region and for the most part, quite positive.

Upon examining all evaluation sheets, the following generalizations can be made:

Most thought the Conference was well organized, fast paced and productively simple.

Many comments favored the overall organization, seminar content and the similarities between various regional projects.

The style (regional success stories) and (case projects) was quite popular among participants and the West Point example seemed to be just the size and style of community project that most small communities could relate to. In fact, a great number of respondents singled out Carol Livingston's presentation as <u>the Highlight</u> of the Seminar's topics

A majority of the participants felt that the conference should have been longer (two days) and many felt there should be more time for group discussions.

A significant number of respondents felt that smaller discussion groups per topic would be better as they might enhance more discussion.

Some felt that a workshop format might be better than the seminar format in terms of specific community planning.

One respondent felt that next year we would stage Regional Conferences first and use the Provincial Conference as a sum-up. This would give the Provincial Conference a more direct focus. This of course will happen naturally as all participant regions are already planning their Regional Seminar.

Response outside the questionnaire is interesting and favourable. All Regional Offices have received calls from participants praising the Conference and a number of such calls and direct comments have been received by the Provincial Office.

In general, the Conference was a success and accomplished what it set out to do. The whole weekend experience served as an update on Regional Development across P.E.I. The mood was optimistic and the number of community projects in the works were very encouraging, for the participants to learn about and compare.

The key to the success of this Conference, however had to be the level of imput of participants. They were prepared to speak, to listen and to take part.

The fact that 63% took the time to fill out the questionnaire is a positive indication of the delegates feelings about the Conference. They were impressed enough to offer comments.

The mandate is certainly there for an Annual Conference and with Regional Conferences planned throughout P.E.I., this Conference has ignited a spirit of Community Development throughout P.E.I.

PERCENTAGE OF RESPONSE TO EVALUATION SHEETS:

Eastern Kings	Southern Kings	East Prince	West Prince	Evangeline
17/20=85%	14/20=70%	8/20=40%	20/20=100%	12/20=60%

Other = 4

TOTAL 75 RESPONDENTS